



Memorandum

Office of the Provost

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TO: Senate

FROM: Lydia White, Associate Provost (Policies, Procedures and Equity)

SUBJECT: Revisions to Regulations Relating to the Employment of Academic Staff

DATE: 16 May 2012

DOCUMENT #: D11-64

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: Since 2010, Librarians and Contract Academic Staff have had their own employment regulations, so the *Regulations Relating to the Employment of Academic Staff* need to be restricted to tenure-track academics.

In addition, the *Regulations* need to focus more specifically on certain issues related to tenure track-staff which are not sufficiently clear in the current regulations.

BACKGROUND & RATIONALE:

The majority of the proposed changes are organizational. The idea is to make the *Regulations* more logical and transparent, so that they start with appointment, and progress through reappointment, tenure and promotion, rather than these being muddled together as they currently are. The current *Regulations* say very little about reappointment, which causes confusion for junior faculty members and their departments. Sections have been added on this (see new Section 6). Procedures for promotion to full professor have also been clarified (see new Section 8).

Following discussion at the March meeting of Senate, the proposal to change requirements for tenure to a “superior” in both research and teaching has been withdrawn to allow for wider consultation within the University.

A simplification of the Appendix on **GUIDELINES FOR DEVELOPING A TEACHING PORTFOLIO** is also included. The current guidelines do not make the nature and amount of material expected in the teaching component of the dossier clear enough.

Certain sections in the existing Regulations (appeals, discipline and grievance, retirement) apply to all three groups of academic staff (tenure track professors, librarians, contract academic staff). It is proposed that these items be moved into separate sets of regulations covering all academic staff and brought to Senate at a later time. In the meantime, sections 8 to 15 of the current regulations will remain in effect.

MOTION OR RESOLUTION FOR APPROVAL:

Be it resolved that Senate approve, and recommend to the Board of Governors for approval, the Regulations Relating to the Employment of Academic Staff as amended.

PRIOR CONSULTATION:	MAUT Deans Teaching and Learning Services Senate (March 21, 2012)
NEXT STEPS:	Approval by the Board of Governors.
APPENDICES:	Appendix A. REGULATIONS RELATING TO THE EMPLOYMENT OF TENURE TRACK ACADEMIC STAFF (proposed revisions) Appendix B. GUIDELINES FOR DEVELOPING A TEACHING PORTFOLIO (proposed revisions)

REGULATIONS RELATING TO THE EMPLOYMENT OF TENURE TRACK ACADEMIC STAFF

CURRENT REGULATIONS	PROPOSED AMENDMENTS	COMMENTS
Section 1 - Preamble, Definitions, and Notices	SECTION 1. SCOPE	
1.1 The regulations herein set out the general terms of employment by the University of the academic staff, relating to appointments, renewals of appointment, tenure, and dismissals.	1.1 The regulations herein set out the general terms of employment by the University of tenure-track and tenured staff, relating to appointment, reappointment , tenure, promotion .	
1.1.1 These regulations do not apply to academic staff governed by “Regulations Relating to the Employment of Librarian Staff” and the “Regulation Relating to the Employment of Contract Academic Staff”.	1.2 These regulations do not apply to academic staff governed by “Regulations Relating to the Employment of Librarian Staff” and the “Regulation Relating to the Employment of Contract Academic Staff”, or by a collective agreement .	
1.2 All appointments, renewals of appointment, and reappointments are made by the Board of Governors in accordance with Article 1.3.1 of the <i>University Statutes</i> or by the Provost in accordance with the <i>Regulations Relating to the Approval of Contracts and Signing Authority</i> (Academic Contracts of Employment and Academic Administrative Appointments) and shall be evidenced by a letter signed by the Secretary-General or the Provost as the case may be, hereinafter referred to as “official letter of appointment”.	1.3 All appointments, renewals of appointment, and reappointments are made by the Board of Governors in accordance with Article 1.3.1 of the University Statutes and confirmed by a letter, referred to as the “official letter of appointment” (hereafter “OLA”), in accordance with the <i>Regulations Relating to the Approval of Contracts and Signing Authority</i> .	
1.3 Definitions:	SECTION 2. DEFINITIONS	
1.3.1 “Academic Year” denotes the period from the 1st of September to the 31st of August next following.	2.1 “Academic Year” means the period from the 1st of September to the 31st of August next following.	
1.3.8 “Advisor” means a member of the University community who has agreed to act in an Advisory capacity to a member of the academic staff. Such individuals act in accordance with these regulations and are deemed, in so doing, to perform part of their Academic Duties. They do so without receiving additional remuneration. An Advisor shall be accorded full respect by the University’s administrative officers.	2.2 “Advisor” means a member of the University community who has agreed to act in an advisory capacity to a member of the academic staff. Such individuals act in accordance with these regulations and are deemed, in so doing, to perform part of their Academic Duties. They do so without receiving additional remuneration. An Advisor shall be accorded full respect by the University’s administrative officers.	

	2.3 “Definite term appointment” means an appointment of limited duration with a fixed end date.	
	2.4 “Department” means departments, institutes, schools, centres and faculties without departments.	
1.3.3 “Departmental chair” includes directors of schools and Deans of Faculties where there are no departmental chairs.	2.5 “Departmental Chair/Chair of Department” means chairs of departments, directors of institutes, schools and centres, and Deans of faculties without departments.	
	2.6 “Indefinite term appointment” means an appointment of unlimited duration without a fixed end date.	
	2.7 “Joint appointment” means an appointment to more than one Department and/or faculty, as indicated in the OLA.	
	2.8 “MAUT” means McGill Association of University Teachers.	
1.3.7 “The Principal” means the Principal of McGill University, appointed under the Charter and Statutes thereof, or the officer discharging the Principal’s duties for the time being, and includes (except in the case of Section 13.1) any University officer generally or specially delegated by either of the former to discharge any of the duties or exercise any of the rights of the Principal under these regulations; such delegation to be valid must be made in writing and deposited on open record in the Secretary-General’s office.	2.9 “The Principal” means the Principal of McGill University, appointed under the Charter and Statutes thereof.	Section 13.1 will be moved into a separate set of regulations, so does not need to be referred to here.
1.3.6 “Staff Member” means a member of the academic staff subject to the exception in Section 1.1.1.	2.10 For the purposes of these Regulations, “Staff member” means a member of the academic staff, other than: (i) staff appointed under the <i>Regulations Relating to the Employment of Contract Academic Staff</i>; (ii) staff appointed under the <i>Regulations Relating to the Employment of Librarian Staff</i>; or (iii) staff covered by any collective agreement.	
	2.11 “Tenure-track appointment” means an appointment for a definite term that may lead to consideration for tenure.	
	2.12 All references to Deans, Chairs, the Provost, the Principal, and the Secretary General include their delegates, unless otherwise indicated.	
	SECTION 3. NOTICES	
1.4 All references to academic rank in these regulations refer		Deleted. See section 5 on ranks.

<p>to academic rank in McGill University only, unless the context clearly indicates the contrary.</p>		
<p>1.5 Any notice required to be communicated under these regulations may be communicated by delivery personally to the member of the academic staff addressed, at his or her office within the University, or by registered mail with acknowledgment of receipt card to his or her last address recorded with the University administration. Any notice sent in accordance with this subsection shall be deemed to be received on the earlier of a) the day it was actually received or, b) the fourth day after mailing.</p>	<p>3.1 Any notice required to be communicated under these Regulations may be communicated by email and either: (i) delivery to the staff member's office at the University; or (ii) registered mail to the staff member's address recorded with the University administration.</p>	
	<p>3.2 Any notice sent in accordance with these Regulations shall be deemed to be received by the staff member on the earlier of: (i) the day it was sent by e-mail; (ii) the day it was delivered; or (iii) the fourth day after mailing.</p>	
<p>Section 3 - Duties of Full-Time Academic Staff</p>	<p>SECTION 4. ACADEMIC DUTIES</p>	
<p>1.3.2 "Academic Duties" of a member of full-time academic staff include: i) teaching (graduate and undergraduate classes and supervision of individual student programs); ii) research and other original scholarly activities, and professional activities; and iii) other contributions to the University and scholarly communities.</p>	<p>4.1 "Academic Duties" include: i) teaching (such as graduate and undergraduate courses, supervision of individual students and assessment of student work); ii) research and other original scholarly activities, and professional activities; and iii) other contributions to the University and scholarly communities.</p>	
<p>3.1 A staff member is expected to be engaged throughout the academic year primarily in the staff member's academic duties and to be available for such duties at the University at such times as teaching, research, or administrative or other academic duties including counseling and registration may require and, as a minimum, from the first day of September to the day following the spring convocation.</p>	<p>4.2 A staff member shall be engaged throughout the Academic Year primarily in the staff member's Academic Duties. Staff members shall be available for such duties at the University at such times as teaching, research, administrative or other Academic Duties, including student assessment, counseling and registration, may require. As a minimum, staff members shall be available from the first day of September to the day following the spring convocation.</p>	
<p>3.2 The allocation of Academic Duties is the responsibility of the departmental chair. The Departmental Chair shall take into account the pattern of such allocation obtaining within</p>	<p>4.3 The allocation of Academic Duties is the responsibility of the Departmental Chair, who shall consult with the Dean to take into account the pattern of such allocation within the department, faculty, and University.</p>	

the department, faculty, and University.		
	4.4 A staff member holding a full-time appointment may not hold employment with another employer.	
Section 4 - Ranks of Full-Time Academic Staff	SECTION 5. RANKS	
<p>4.1 A member of the full-time academic staff shall be appointed to one of four ranks: faculty lecturer, Assistant Professor, Associate Professor, or Professor.</p> <p>4.1.1 A faculty lecturer is a full-time or part-time Staff Member who is not eligible for Tenure. Faculty lecturers shall initially be appointed for a limited term of not more than three years. They may be reappointed provided that the limited term appointment and reappointments do not exceed an aggregate of five years.</p>	<p>5.1 A staff member shall be appointed full-time to one of the following ranks:</p> <ul style="list-style-type: none"> (i) Assistant Professor; (ii) Associate Professor; (iii) Professor. 	Faculty lecturers now covered under CAS regulations.
	<p>5.2 Other than a staff member who holds a joint appointment, no staff member may at any one time hold more than one appointment under:</p> <ul style="list-style-type: none"> (i) these Regulations; (ii) the <i>Regulations Relating to the Employment of Contract Academic Staff</i>; or (iii) the <i>Regulations Relating to the Employment of Librarian Staff</i>. 	
Section 2 - Appointment of Full-Time Academic Staff	SECTION 6. APPOINTMENT AND REAPPOINTMENT	
<p>2.1 The full-time academic staff of the University consists only of those persons who are so designated in their OLA from the Secretary-General or the Provost as the case may be or his or her nominee and includes those staff in various faculties who are designated Geographic Full-Time (University) or Full-Time (Reduced Load) in their letter of appointment. The term "full-time academic staff" does not include visiting staff.</p>	<p>5.3 The full-time academic staff of the University consists only of those persons who are designated Full Time or Full-Time (Reduced Load) in their OLA.</p>	
	Appointment and Termination	
<p>2.2 All full-time appointments shall further be designated as being:</p> <ul style="list-style-type: none"> a) for a limited term, or b) for an unlimited term without Tenure, or 	<p>6.1 A staff member shall be appointed:</p> <ul style="list-style-type: none"> (i) on tenure-track, for a definite term; or (ii) with tenure, for an indefinite term; 	

<p>c) for an unlimited term with Tenure.</p> <p>Persons on unlimited term contracts without Tenure are subject to termination on 37 weeks' notice.</p>	<p>The rank and the term of the appointment shall be designated in the OLA.</p>	
<p>2.3 Upon recommendation of Deans of the faculties, all academic appointments shall be made by either the Provost or the Board of Governors following approval and presentation by the Principal, as the case may be. These appointments shall be recommended to the Dean by the appropriate departmental chairs.</p>	<p>6.2 All appointments shall be made by the Provost and confirmed in the OLA upon the recommendation of the Dean. These appointments shall be recommended to the Dean by the Departmental Chair and an appropriate departmental committee.</p>	<p>Addition of mention of committees here.</p>
<p>2.4 In cases where a person is to serve in more than one faculty or Department of the University the respective Deans and departmental chairs shall all recommend the appointment.</p>	<p>6.3 Where a staff member is to be appointed in more than one faculty or department, appointments shall be made by the Provost upon the recommendation of the relevant Dean(s). These appointments shall be recommended to the Dean(s) by the Departmental Chairs and appropriate departmental committees.</p>	
<p>2.5 Notification of reappointment or termination of appointment of a Staff Member engaged for a limited term shall be given at least 37 weeks before the termination date of the Staff Member's current appointment. Subject to Section 8.15, in the event that such notification has not been given as prescribed and notwithstanding Section 4, the appointment shall be extended for one year.</p>	<p>6.4 Notification of termination of appointment of a staff member on a tenure-track appointment shall be given at least thirty seven (37) weeks before the termination date of the staff member's current appointment. In the event that notification has not been given as herein prescribed, the appointment shall be extended for one (1) year.</p>	
	<p>Assistant Professor (Special Category)</p>	
	<p>6.5 Subject to conditions specified in the OLA, a staff member may be appointed to a pre tenure-track appointment as Assistant Professor (Special Category) for a definite term of one (1) year.</p>	
	<p>6.5.1 Conditions governing the appointment of an Assistant Professor (Special Category) shall consist of:</p> <ul style="list-style-type: none"> (i) awaiting the award of a doctoral degree; (ii) awaiting certification required by a profession; or (iii) awaiting completion of professional licensing requirements. 	

	6.5.2 On fulfillment of the conditions specified in the OLA, an Assistant Professor (Special Category) may be appointed to a tenure-track appointment as Assistant Professor, on either January 1 or August 1, whichever date immediately follows the fulfillment of the specified conditions.	
	Terms of Appointment and Reappointment	
	Assistant Professors	
<p>4.1.2.1 An Assistant Professor shall be appointed for an initial term of three years. An Assistant Professor may be reappointed at this rank for a term of one, two, or three years provided that the appointment and reappointments shall not exceed in aggregate seven years. No later than the sixth year as an Assistant Professor, the Staff Member shall be considered for Tenure and promotion to Associate Professor. The result of that consideration shall be communicated to the Assistant Professor in accordance with Section 2.5.</p> <p>Subject to the foregoing paragraph, an Assistant Professor who has been denied Tenure upon mandatory consideration for Tenure in her or his sixth year may be reappointed for a terminal year.</p>	6.6 An Assistant Professor on tenure track shall initially be appointed for at least three (3) but less than four (4) years.	This is to allow for appointments to end at the same time, so that reappointment consideration will be consistent, as it is for Librarians, and to ensure that appointments do not end in the middle of a term.
	6.6.1 An Assistant Professor may be reappointed at this rank for up to three (3) years, provided that the appointment and reappointments shall not exceed in aggregate seven (7) years.	
	6.6.2 No later than the sixth (6 th) year as an Assistant Professor, the staff member shall be considered for tenure and promotion to Associate Professor, in accordance with the provisions of Section 7.	
	6.6.3 Subject to the foregoing, an Assistant Professor who has been denied tenure upon mandatory consideration for tenure in her or his sixth year may be reappointed for up to one additional year if required to provide for notice of termination under these regulations.	
	Associate Professors	
<p>4.1.2.2 An Associate Professor shall be appointed (i) for an initial term of three years; or (ii) with Tenure. An Associate Professor appointed for an initial term of three years may be reappointed at this rank for a term of one, two, or three years provided that the appointment and reappointments shall not exceed in aggregate six years. No later than the fifth year as an Associate Professor, the Staff</p>	6.7 An Associate Professor shall be appointed: (i) on an initial tenure-track appointment of at least three (3) years but less than four (4) years; or (ii) with tenure.	This is to allow for appointments to end at the same time, so that reappointment consideration will be consistent, as it is for Librarians, and to ensure that appointments do not end in the middle of a term.
	6.7.1 An Associate Professor may be reappointed at this rank at this rank for up to three (3) years, provided that the appointment and reappointments shall not exceed in	

<p>Member shall be considered for Tenure. The result of that consideration shall be communicated to the Associate Professor in accordance with Section 2.5. Subject to the foregoing paragraph, an Associate Professor who has been denied Tenure upon mandatory consideration for Tenure in her or his fifth year may be reappointed for a terminal year.</p>	<p>aggregate six (6) years.</p>	
	<p>6.7.2 No later than the fifth (5th) year as an Associate Professor, the staff member shall be considered for tenure in accordance with the provisions of Section 7.</p>	
	<p>6.7.3 Subject to the foregoing, an Associate Professor who has been denied Tenure upon mandatory consideration for Tenure in her or his fifth year may be reappointed for up to one additional year if required to provide for notice of termination under these regulations.</p>	
	<p>Professors</p>	
<p>4.1.4 A Professor shall be appointed for a) a term of five years; or b) with Tenure. No later than the fourth year as Professor without Tenure the Staff Member shall be considered for Tenure. A Professor who has been denied Tenure upon mandatory consideration for Tenure in her or his fourth year may be reappointed for a terminal year.</p>	<p>6.8 A Professor shall be appointed: (i) on an initial tenure-track appointment of at least five (5) years but less than six (6) years; or (ii) with tenure.</p>	<p>This is to allow for appointments to end at the same time, and to ensure that appointments do not end in the middle of a term.</p>
	<p>6.8.1 No later than the fourth (4th) year as Professor, the staff member shall be considered for tenure, in accordance with the provisions of Section 7.</p>	
	<p>6.8.2 Subject to the foregoing, a Professor who has been denied tenure upon mandatory consideration for tenure in the fourth year may be reappointed for up to one additional year if required to provide for notice of termination under these regulations.</p>	
	<p>Timing of Reappointment Consideration</p>	<p>There is very little information about requirements and procedures for reappointment in the current regulations. These sections aim to redress this.</p>
	<p>6.9 Assistant Professors and Associate Professors on tenure-track appointments shall be considered for reappointment during the final contract year of their initial appointment ('Year of Reappointment Consideration').</p>	
	<p>6.10 Where a staff member has been granted an authorized leave for a period of three (3) months or more prior to the beginning of the Year of Reappointment Consideration, the staff member may request a delay of consideration for reappointment.</p>	

	6.10.1 The staff member shall make this request in writing to the Provost, with a copy to the Departmental Chair, within 90 calendar days prior to the beginning of the staff member's Year of Reappointment Consideration.	
	6.10.2 An extension shall be considered on a case-by-case basis and granted at the Provost's discretion. Where granted, the Provost shall confirm : (i) the length the extension granted and, as applicable, the new Year of Reappointment Consideration; (ii) any extension to the definite term contract; and (iii) such other conditions as are deemed necessary.	
	6.10.3 The Provost's decision shall be confirmed in writing no later than 60 calendar days prior to the beginning of the staff member's Year of Reappointment Consideration.	
	Due Diligence	
4.1.3.3 At the time of consideration for reappointment the Staff Member shall provide the departmental chair, director or Dean where there are no departments with the necessary information and documentation to establish that the criteria for reappointment have been met. It is the responsibility of the Staff Member to use diligence in pursuing his or her claim to reappointment. Evidence of performance in teaching shall be prepared in accordance with Teaching Portfolio Guidelines (Appendix A).	6.11 It is the responsibility of staff members to prepare and pursue their case for reappointment.	
	Reappointment Criteria	
	6.12 Recommendations relating to reappointment shall be based on the staff member's performance of Academic Duties as defined in Section 4.1 and on whether the staff member's dossier discloses satisfactory progress and promise of meeting the tenure criteria set out in Section 7.	
4.1.3 Each department, school or institute, or faculty when there are no departments, shall establish written criteria for the reappointment of Assistant Professors and Associate Professors. These criteria shall evaluate the Staff Member's performance of Academic Duties in anticipation of meeting the requirements for Tenure as set out in Section 5.10.	6.12.1 Each department shall establish written criteria for the reappointment of Assistant Professors and Associate Professors. These criteria shall provide staff members with guidance in anticipation of meeting the requirements for reappointment and tenure.	
4.1.3.1 The criteria for reappointment shall be approved by the	6.12.2 The criteria for reappointment shall be approved by the	

Dean of the faculty who shall consult with an appropriate committee of the faculty prior to their approval.	Dean of the faculty who shall consult with an appropriate committee of the faculty prior to their approval.	
4.1.3.2 The criteria for reappointment shall be communicated in writing to the Staff Member by the chair, director or Dean where there are no departments no later than 60 days after the initial appointment.	6.12.3 The criteria for reappointment shall be communicated in writing to the staff member by the Departmental Chair within sixty (60) calendar days of the staff member's appointment.	
	Reappointment Dossier	
4.1.3.3 At the time of consideration for reappointment the Staff Member shall provide the departmental chair, director or Dean where there are no departments with the necessary information and documentation to establish that the criteria for reappointment have been met. It is the responsibility of the Staff Member to use diligence in pursuing his or her claim to reappointment. Evidence of performance in teaching shall be prepared in accordance with Teaching Portfolio Guidelines (Appendix A).	6.13 At the time of consideration for reappointment the staff member shall provide the Departmental Chair with the necessary information and documentation (the "dossier") to support the case for reappointment.	
	6.13.1 Staff members shall be guided in the preparation of their dossier by the requirements for a tenure dossier as set out in Section 7.	
	Reappointment Process	
4.1.3.4 The chair, director or chair of a faculty committee when there are no departments shall consult with an appropriate committee of the Staff Member's academic unit concerning the reappointment prior to submitting a written report to the Dean of the faculty recommending either reappointment for a specified period of time or non-renewal. The report shall contain substantive written reasons and shall be copied to the Candidate.	6.14 A staff member's case for reappointment shall be considered by: (i) an appropriate committee of the department chaired by the Departmental Chair. In the case of joint appointments, this committee shall have equal representation from all relevant departments; (ii) the Dean or, in the case of joint appointments to more than one faculty, the Deans; and (iii) the Provost.	
4.2 No university, faculty or departmental committee shall make a negative recommendation at the time of mandatory consideration or application for reappointment, Tenure or promotion without giving the Staff Member concerned an opportunity to appear before the committee accompanied by an Advisor, if he or she so wishes, to state his or her case.	6.14.1 Where the departmental committee is tending towards recommending non-renewal of the appointment, the committee shall, prior to making a recommendation, provide the staff member with written reasons and an opportunity to appear before the committee accompanied by an Advisor, if he or she so wishes, to address the committee's concerns.	
4.1.3.4 The chair, director or chair of a faculty committee when there are no departments shall consult with an appropriate committee of the Staff Member's academic unit concerning	6.14.2 The departmental committee shall submit a written report containing substantive reasons to the Dean, with a copy to the staff member, recommending either	

<p>the reappointment prior to submitting a written report to the Dean of the faculty recommending either reappointment for a specified period of time or non-renewal. The report shall contain substantive written reasons and shall be copied to the Candidate.</p>	<p>reappointment for a further definite term, in accordance with these Regulations, or the non-renewal of the staff member's appointment.</p>	
<p>4.2.1 In those instances where the Dean disagrees with the positive recommendation of a department, school or faculty committee for reappointment, the Dean shall notify the Staff Member in writing that he or she is tending to a negative decision and shall provide the Staff Member with written reasons and an opportunity to appear before him or her (accompanied, if the Staff Member wishes, by an Advisor) prior to reaching a final decision.</p>	<p>6.14.3 Where the Dean is tending towards recommending non-renewal of the appointment, the Dean shall, prior to making a recommendation: (i) notify the staff member and the Departmental Chair in writing that he or she is so tending, providing substantive reasons; and (ii) provide the staff member with an opportunity to meet with him or her, accompanied by an Advisor, if the staff member so wishes, prior to reaching a final decision. The meeting shall take place within two (2) calendar weeks from the notice provided herein.</p>	
	<p>6.14.4 The Dean shall submit a written recommendation with substantive reasons to the Provost, with a copy to the staff member and the Departmental Chair, containing either: (i) a recommendation for reappointment for a further definite term in accordance with these Regulations; or (ii) a recommendation for the non-renewal of the staff member's appointment.</p>	
	<p>6.14.5 Where the Provost is tending towards non-renewal of the appointment, the Provost shall, prior to reaching a decision: (i) notify the staff member, the Departmental Chair and the Dean in writing that he or she is so tending, providing substantive reasons; (ii) provide the staff member with an opportunity to meet with him or her, accompanied by an Advisor, if the staff member so wishes, prior to reaching a final decision. The meeting shall take place within two (2) calendar weeks from the notice provided herein.</p>	
	<p>6.14.6 Within twenty (20) working days of the Provost receiving a recommendation from the Dean, the Provost shall provide the staff member, the Departmental Chair and the Dean with a written decision either: i. for reappointment for a further definite term in</p>	

	accordance with these Regulations; or ii. for non-renewal of the staff member's appointment.	
	SECTION 7. TENURE	Please note that numbering in this section has yet to be finalized.
Preamble	Preamble	
5. Tenure-track staff members at McGill University and persons being appointed to Tenure-track positions who already hold academic appointments at other universities or scholarly institutions are eligible for consideration for Tenure in accordance with these Regulations.	7.1 Staff members on tenure-track appointments at McGill University and persons being appointed to tenure-track positions under these Regulations who already hold academic appointments at other universities or scholarly institutions are eligible for consideration for tenure in accordance with Section 7.	
Consideration for Tenure	Timing of Consideration for Tenure	
5.4 Subject to Sections 5.4.1 and 5.4.2, the calculation of years of service for Tenure consideration under Sections 5.1, 5.2 (i) and 5.3 shall begin June 1 of the calendar year of first appointment to Tenure track.	7.2 The calculation of years of service for tenure consideration shall begin June 1 of the calendar year of first appointment to tenure track.	
5.5 For purposes of the Tenure regulations the "year of consideration" shall be defined as the thirteen month period from May 1 to May 31 of the following calendar year.	7.3 For purposes of these Regulations the "year of tenure consideration" shall be defined as the thirteen month period from May 1 to May 31 of the following calendar year.	
	Mandatory Consideration for Tenure	
5.1 Every full-time Tenure-track Assistant Professor shall be considered for Tenure and promotion to the rank of Associate Professor no later than during the sixth Academic Year of appointment to the rank of Tenure-track Assistant Professor.	7.4 A staff member holding a tenure track appointment shall proceed to mandatory consideration for tenure as follows: i. Every Assistant Professor shall be considered for tenure and promotion to the rank of Associate Professor no later than during the sixth (6 th) academic year of appointment to the rank of Tenure-track Assistant Professor. ii. Every Associate Professor shall be considered for tenure: (a) no later than during the fifth (5 th) academic year of appointment to that rank; or (b) when being considered for promotion from Associate Professor to Professor under Section 8. iii. Every Professor shall be considered for tenure no later	
5.2 Every full-time Tenure-track Associate Professor shall be considered for Tenure: (i) during the fifth Academic Year of appointment to that rank; or (ii) when being considered for promotion from Associate Professor to Professor under Section 4.4 of the regulations.		
5.3 Every full-time Tenure-track Professor shall be considered for Tenure during the fourth Academic Year of appointment		

<p>to that rank.</p>	<p>than during the fourth (4th) academic year of appointment to that rank.</p>	
<p>5.1.1 A full-time Tenure-track Assistant Professor who is granted Tenure shall be promoted to the rank of Associate Professor.</p>		<p>Moved</p>
	<p><i>Periods of Authorized Leaves</i></p>	
<p>5.4.1 The staff member shall elect, as provided in the regulations, policies, and guidelines on leaves, whether to include or exclude as periods of service for Tenure consideration periods of authorized leave for which such election is provided from time to time in University regulations, policies and guidelines on leaves for full-time academic staff. 5.4.2 The staff member shall elect whether to include or exclude as periods of service for Tenure consideration periods of authorized short-term disability, long-term disability leaves, or other leaves provided for by applicable legislation, where such leave or leaves are longer than three consecutive months.</p>	<p>7.5 The staff member shall elect whether to include or exclude periods of authorized leave as periods of service for tenure consideration, provided that: (i) such leaves are longer than three consecutive months; (ii) such leaves have been taken prior to the year of tenure consideration.</p>	<p>Current sections 5.4.1 and 5.4.2 are repetitive and have been merged. Suitability for tenure is based on the years leading up to the year of tenure consideration; the issue is inclusion or exclusion of periods of service for tenure consideration. The year of consideration itself is not a period of service for tenure consideration.</p>
<p>5.4.3 A staff member's election under sections 5.4.1 and 5.4.2 shall be communicated in writing to the Provost, with a copy to the chair and dean, no later than August 31 of the year of consideration in which the staff member would normally be subject to mandatory Tenure consideration.</p>	<p>7.5.1 A staff member's election shall be communicated in writing to the Provost, with a copy to the chair and Dean, no later than June 1 of the year in which the staff member would normally be subject to mandatory tenure consideration.</p>	<p>Aug 31st is too late for notification, since the first steps in the tenure process start on June 1st.</p>
	<p>7.5.2 The staff member's appointment may be extended for a maximum of one (1) year per authorized leave, provided that such leaves occurred in different years. Nevertheless, a staff member shall be entitled to no more than two extensions of tenure consideration in total. The period of extension shall be confirmed in writing by the Provost.</p>	
	<p><i>Early Consideration</i></p>	
<p>5.1.2 A full-time Tenure-track Assistant Professor may apply for consideration for Tenure and promotion no earlier than the third year of her or his appointment to that rank. The department or, in the case of faculties without departments, the faculty, on the other hand, may, with the consent of the</p>	<p>7.6 A staff member is entitled to one early consideration for tenure at her or his own request, as follows: (i) Assistant Professors in the third (3rd) or subsequent year of a tenure-track appointment; (ii) Associate Professors at any time;</p>	<p>Previous wording did not make it clear enough that requests for early tenure consideration are restricted to one and that the timing is the same as for other tenure candidates in the relevant year.</p>

<p>Assistant Professor, initiate such consideration at any time.</p> <p>5.2.1 Every full-time Tenure-track Associate Professor who has not been considered for Tenure in that rank under Section 5.2 is entitled to one consideration for Tenure at any time at her or his own request. This consideration shall take place in the ordinary course commencing in May following the request.</p> <p>5.3.1 Every full-time Tenure-track Professor who has not been considered for Tenure in that rank under Section 5.3 is entitled to one consideration for Tenure at any time at her or his own request. This consideration shall take place in the ordinary course commencing in May following the request.</p>	<p>(iii) Professors at any time.</p> <p>7.6.1 Nevertheless, the Department may, with the consent of the Assistant Professor, initiate such consideration at any time.</p>	
<p>5.2.2 Where a statutory selection committee appointed in accordance with Article 3.4.3 of the University Statutes recommends that a member of the full-time Tenure-track staff be promoted to Professor, it shall also recommend a grant of Tenure.</p>		Moved to new section on Promotion
<p>5.6 Any full-time Tenure-track staff member who wishes to initiate early consideration for Tenure under Sections 5.1.2, 5.2.1 or 5.3.1 shall so notify her or his chair and dean in writing no later than April 15 of the year of consideration in which he or she wishes to be considered.</p>	<p>7.6.2 Any staff member who wishes to initiate early consideration for tenure shall so notify the Chair and Dean in writing no later than April 15 of the year in which the staff member wishes to be considered.</p>	
<p>5.6.1 Where the staff member has been appointed by the Board of Governors in more than one academic unit, the written notification shall be submitted to all relevant chairs and deans.</p>	<p>7.6.3 Where the staff member has been appointed in the OLA in more than one academic unit, the written notification shall be submitted to all relevant Chairs and Deans.</p>	
	<p>7.6.4 Staff members undergoing early tenure consideration shall be considered together with the tenure cohort of the year of consideration commencing in May following the request.</p>	
	<p>7.6.5 A staff member whose application for early tenure has been unsuccessful shall be considered again in the mandatory year of consideration for his or her rank.</p>	It is currently not well understood that applying for early tenure consideration does not preclude being considered again later.
<p>5.7 The dean of each faculty shall notify the Secretary-General in writing by May 1 of the year of consideration of the names of all staff members who, under Sections 5.1, 5.2 (i) and 5.3, shall be considered for Tenure during that year of consideration. The dean shall include in the list the names of staff members who have requested early consideration for Tenure under Sections 5.1.2, 5.2.1 and 5.3.1.</p>	<p>7.7 The Dean of each faculty shall notify the Secretary-General in writing by May 1 of the year of consideration of the names of all staff members who shall be considered for tenure during that year of consideration, including those who have requested early consideration for tenure.</p>	

5.7.1 It is the responsibility of deans to ensure that the deadline stipulated in Section 5.7 is respected.	7.7.1 It is the responsibility of Deans to ensure that the deadline stipulated in this Section is respected.	
5.8 The effective date of a grant of Tenure shall be June 1 of the calendar year in which the grant of Tenure is approved by the Board of Governors.	7.8 The effective date of a grant of tenure shall be June 1 of the calendar year in which the grant of tenure is approved by the Board of Governors.	
Due Diligence	Due Diligence	
5.9 It is the responsibility of the staff member being considered for Tenure (herein, "the Candidate") to prepare and pursue her or his case for Tenure.	7.9 It is the responsibility of the staff member being considered for tenure (herein, "the candidate") to prepare and pursue her or his case for tenure.	
Tenure Criteria	Tenure Criteria	
	7.10 Each department shall establish written criteria which provide staff members with guidance in anticipation of meeting the requirements for tenure.	Currently, units are not explicitly required to provide tenure criteria (though many do this along with the reappointment criteria)
	7.10.1 The criteria for tenure shall be approved by the Dean of the faculty who shall consult with an appropriate committee of the faculty prior to their approval.	
	7.10.2 The criteria for reappointment shall be communicated in writing to the staff member by the Departmental Chair within sixty (60) calendar days of the staff member's appointment.	
5.10 The Departmental Tenure Committee and the University Tenure Committee, hereinafter provided for, and the Principal or her or his delegate shall base their recommendations on the Candidate's performance of Academic Duties as defined in Section 1.3.2 of the regulations. Superior performance in two of the categories set out in Section 1.3.2 of the regulations and reasonable performance in the third shall be the minimum requirement for the granting of Tenure. Superior performance in two of the categories set out in Section 1.3.2 of the regulations and reasonable performance in the third shall be the minimum requirement for the granting of Tenure.	7.11 The Departmental Tenure Committee (hereafter "DTC") and the University Tenure Committee (hereafter "UTC") and the Principal or delegate shall base their recommendations on the candidate's performance of Academic Duties.	
	7.11.1 The minimum requirement for the granting of tenure shall be: (i) superior performance in two categories of Academic Duties set out in Section 4.1; and (ii) reasonable performance in the third category of Academic Duties set out in Section 4.1.	

Tenure Dossier	Tenure Dossier	
<p>5.33 The “Tenure dossier” shall consist of the following documents:</p> <ul style="list-style-type: none"> (i) the “internal package”, which shall be compiled by the Candidate and includes the Candidate’s curriculum vitae; the Candidate’s personal statement in support of her or his candidature; a record of the Candidate’s research, scholarship and professional activities and contributions; a record of the Candidate’s teaching (including graduate and professional supervision as appropriate); and a record of the Candidate’s general contributions to the University and scholarly community; and any other materials the Candidate may wish to submit. Information about the Candidate’s teaching shall be prepared in accordance with the Teaching Portfolio Guidelines (Appendix A); (ii) all reports received from external evaluators, by the deadline set out in Section 5.32.12; (iii) the written justification for the choice of each of the external evaluators described in Section 5.32.4.1 and 5.32.4.2; (iv) additional items submitted in accordance with Sections 5.38, 5.39.1 and 5.46.1. 	<p>7.12 The “tenure dossier” shall consist of the following documents:</p> <ul style="list-style-type: none"> (i) the “internal package”, which shall be compiled by the candidate and includes: <ul style="list-style-type: none"> (a) the candidate’s curriculum vitae; (b) the candidate’s personal statement in support of her or his candidature; (c) a record of the candidate’s research, scholarship and professional activities and contributions; (d) a record of the candidate’s teaching (including graduate and professional supervision as appropriate). Information about the candidate’s teaching shall be prepared in accordance with the Teaching Portfolio Guidelines (Appendix A); (e) a record of the candidate’s general contributions to the University and scholarly community; (f) any other materials the candidate may wish to submit; (ii) all reports received from external evaluators; (iii) the list of external evaluators and the written justification for the choice of each of them; (iv) additional items submitted in accordance with these Regulations. 	
<p>5.34 The “external package” consists of the same documents as the internal package, with the exception of information about the Candidate’s teaching.</p>	<p>7.12.1 The “external package” consists of the same documents as the internal package, with the exception of information about the candidate’s teaching.</p>	
<p>5.35 By September 1 of the year of consideration, the Candidate shall submit five copies of the internal package and four copies of the external package to the Secretary-General who shall forthwith transmit:</p> <ul style="list-style-type: none"> (i) the internal packages to the chairs of the Departmental Tenure Committee and the University Tenure Committee; and (ii) the external packages to the external evaluators. 	<p>7.12.2 By September 1 of the year of consideration, the candidate shall submit the internal package and the external package to the Secretary-General in electronic form. The Secretary General shall forthwith make available:</p> <ul style="list-style-type: none"> (i) the internal package to the chairs of the DTC and the UTC; and (ii) the external package to the external evaluators. 	
<p>5.36 On receipt of the internal packages the chairs of the Departmental Tenure Committee and the University Tenure Committee shall forthwith make the internal packages available to the committee members.</p>	<p>7.12.3 On receipt of the internal package, the chairs of the DTC and the UTC shall forthwith make it available to all committee members.</p>	

Adding Items to the Tenure Dossier	Adding Items to the Tenure Dossier	
5.35.1 A Candidate may not add additional material to the external package after September 1.	7.13 A candidate may not add additional material to the external package after September 1.	
5.38 Until November 15 of the year of consideration, and provided the Departmental Tenure Committee has not finalized its recommendation, the chair of the Departmental Tenure Committee may add items to complete the Candidate's Tenure dossier. The Candidate shall be given a copy of any item that has been added, and shall be allowed to prepare a written response which shall be included in the Tenure dossier.	7.14 Until November 15 of the year of consideration, and provided the DTC has not finalized its recommendation, the chair of the DTC may add items to complete the candidate's tenure dossier. The candidate shall be given a copy of any item that has been added, and shall be allowed to prepare a written response which shall be included in the tenure dossier.	
	7.14.1 The chair of the DTC shall provide the Secretariat with a copy of any items added to the tenure dossier. The Secretariat shall transmit a copy to the chair of the UTC.	
5.39.1 Until November 15 of the year of consideration the Candidate may submit additional material on research and other original scholarly activities, with written explanation, to the chair of the Departmental Tenure Committee.	7.14.2 Until November 15 of the year of consideration the candidate may submit additional material on research and other original scholarly activities, with written explanation, to the chair of the DTC.	
5.39.2 After November 15 of the year of consideration, at the request of the Departmental Tenure Committee, new evidence relating to any category of Academic Duties may be submitted by the Candidate to the Committee, but only to clarify an issue that arises during the course of the Committee's deliberations.	7.14.3 After November 15 of the year of consideration, at the request of the DTC, new evidence relating to any category of Academic Duties may be submitted by the candidate to the Committee, but only to clarify an issue that arises during the course of the Committee's deliberations.	
5.39.3 The Candidate shall file with the Secretariat a copy of all additional material submitted pursuant to sections 5.39.1 and 5.39.2 and the Secretariat shall transmit a copy to the chair of the University Tenure Committee.	7.14.4 The candidate shall file with the Secretariat a copy of all additional material submitted pursuant to Sections 7.16 and 7.17 and the Secretariat shall transmit a copy to the chair of the UTC.	
External Evaluators	External Evaluators	
5.32 In addition to evaluation by the members of the Departmental Tenure Committee and the University Tenure Committee, the research and scholarship of each Candidate for Tenure, other than those being considered under Section 5.53, shall be evaluated by three persons not in the employ of the University, of recognized standing and accomplishment, who are qualified to provide an evaluation of the candidate's research and scholarship, herein referred	7.15 In addition to evaluation by the members of the DTC and the UTC, the research and scholarship of each candidate for tenure, other than those being considered under Section 7.51, shall be evaluated by three persons (hereafter referred to as "external evaluators") who are: (i) not in the employ of the University, (ii) of recognized standing and accomplishment; and (iii) qualified to provide an evaluation of the candidate's	

to as “external evaluators”.	research and scholarship.	
5.32.1 Prior to June 15 of the year of consideration, the chair of the department or the dean of the faculty without departments, and the Candidate shall mutually agree upon a list of eight external evaluators, which list shall be approved by the University Tenure Committee.	7.15.1 Prior to June 15 of the year of consideration, the Chair of the department and the candidate shall mutually agree upon a list of eight external evaluators, which list shall be approved by the UTC.	
5.32.2 Where the Candidate holds appointment in two or more departments, and/or faculties without departments, the eight proposed external evaluators shall be mutually agreed upon by the chairs of the relevant departments and/or the deans of the relevant faculties without departments, and the candidate.	7.15.2 Where the candidate holds appointment in two or more departments, the eight proposed external evaluators shall be mutually agreed upon by the Chairs of the relevant departments and the candidate.	
5.32.3 If no agreement is reached under Section 5.32 as to the proposed list of external evaluators, the University Tenure Committee shall make up the list from the names submitted by the Candidate and the chairs of the relevant departments and/or deans of faculties without departments.	7.15.3 If no agreement is reached as to the proposed list of external evaluators, the UTC shall make up the list from the names submitted by the candidate and the Chairs of the relevant departments.	
5.32.4.1 The chair of the department or dean of the faculty without departments and the Candidate shall provide a written justification for the choice of each proposed external evaluator and this document shall form part of the candidate’s Tenure dossier.	7.15.4 The Chair of the department and the candidate shall provide a written justification for the choice of each proposed external evaluator and this document shall form part of the candidate’s tenure dossier.	
5.32.4.2 In the case of a Candidate who holds appointments in two or more departments, and/or faculties without departments, the written justifications shall be provided by the chairs of the relevant departments and/or the deans of the relevant faculties without departments, and the Candidate.	7.15.5 In the case of a candidate who holds appointments in two or more departments, the written justifications shall be provided by the Chairs of the relevant departments and the candidate.	
5.32.5 Proposed external evaluators shall not be current or former thesis or research supervisors, students, or individuals with whom the Candidate has or has had a close personal or professional relationship, nor individuals who, in the past six years, have been departmental colleagues or collaborators of the Candidate.	7.15.6 Proposed external evaluators shall not be current or former thesis or research supervisors, students, or individuals with whom the candidate has or has had a close personal or professional relationship, nor individuals who, in the past six years, have been departmental colleagues or collaborators of the candidate.	
5.32.6 If the chair of a department or dean of a faculty has requested recommendations for the Candidate from a proposed external evaluator during the two years immediately preceding the year of consideration, this fact shall be noted on the list. The Candidate shall signify on the	7.15.7 If the Chair of a department, the Dean or the candidate has requested recommendations from a proposed external evaluator during the two years immediately preceding the year of consideration, this fact shall be noted on the list. The candidate shall signify on the list that she or he was aware of	

list that she or he was aware of this fact when agreeing to the list.	this fact when agreeing to the list.	
<p>5.32.7 No later than June 15 of the year of consideration, the chair of the department or the dean of the faculty without departments in which the Candidate holds an appointment shall forward to the chair of the University Tenure Committee and to the Secretary-General the following documents which shall form part of the Candidate's Tenure dossier:</p> <p>(i) a list of eight proposed external evaluators; (ii) the written justification for the choice of each proposed external evaluator as provided in Sections 5.32.4.1 and 5.32.4.2.</p> <p>5.32.8 No later than June 15 of the year of consideration the Candidate shall provide a current curriculum vitae to her or his departmental chair or dean who shall forward the curriculum vitae to the chair of the University Tenure Committee and the Secretary-General.</p>	<p>7.15.8 No later than June 15 of the year of consideration, the Chair of the department shall forward to the chair of the UTC and to the Secretary-General the following documents:</p> <p>(i) a list of eight proposed external evaluators; (ii) the written justification for the choice of each proposed external evaluator; (iii) the candidate's current CV.</p>	
5.32.9 External evaluations shall not be sought or received from any other evaluators.	7.15.9 External evaluations shall not be sought or considered from any other evaluators.	
5.32.10 The University Tenure Committee shall rank the eight proposed external evaluators in order of preference and the chair of the University Tenure Committee shall forward a copy of the ranked list to the Secretary-General by September 1 of the year of consideration, with a copy to the Candidate and chair of the relevant department.	7.15.10 The UTC shall rank the eight proposed external evaluators in order of preference and the chair of the UTC shall forward a copy of the ranked list to the Secretary-General by August 15 of the year of consideration, with a copy to the candidate and the Chair of the department.	Sept 1 st is too late – we need to have agreement of externals before then so that they can be sent the dossiers in the first week of Sept. Otherwise, everything is very tight - many externals miss the Nov. 20 th deadline.
5.32.10.1 It is the responsibility of the chair of the University Tenure Committee to ensure that the deadline stipulated in Section 5.32.10 is respected.	7.15.11 It is the responsibility of the chair of the UTC to ensure that the deadline stipulated in Section 7.20.2 is respected.	
5.32.11 The Secretary-General or her or his delegate shall attempt to contact the first three external evaluators on the ranked list to invite them to serve.	7.15.12 The Secretary-General shall request evaluations from individuals on the ranked list in descending order until three external evaluators have agreed to serve.	Unnecessary procedural detail in the current version.
5.32.11.1 If the first three external evaluators contacted are prepared to serve, no further external evaluators shall be contacted.		

<p>5.32.11.2 If one or more of the external evaluators is unable to serve, or if the Secretary-General or her or his delegate is unable to contact an external evaluator, she or he shall contact replacements in descending order on the ranked list until three external evaluators have agreed to serve.</p>		
	<p>7.15.13 In the event that fewer than three (3) external evaluators are able to serve, the Secretary-General shall request the candidate and the Departmental Chair(s) to submit a further list of names equal to twice the number of external evaluators required.</p>	
<p>5.32.12 The Secretary-General or her or his delegate shall ask each external evaluator to provide an evaluation of the Candidate's research, scholarly and professional activities, and contributions to scholarly and professional communities and to submit the evaluation by November 20 of the year of consideration. External evaluations received after this date shall be submitted:</p> <ul style="list-style-type: none"> i) to the Departmental Tenure Committee but only if it has not commenced its consideration of the merit of the Candidate's case; and ii) to the University Tenure Committee pursuant to Section 5.46.2. 	<p>7.15.14 The Secretary-General shall ask each external evaluator to provide an evaluation of the candidate's research, scholarly and professional activities, and contributions to scholarly and professional communities, and to submit the evaluation by November 20 of the year of consideration.</p>	
<p>5.37 By November 25 of the year of consideration the Secretary-General or her or his delegate shall transmit the external evaluator reports to the chairs of the Departmental Tenure Committee and University Tenure Committee. The chairs of the Departmental Tenure Committee and University Tenure Committee shall forthwith transmit the reports to the committee members.</p>	<p>7.15.15 By November 25 of the year of consideration the Secretary-General shall transmit the external evaluator reports to the chairs of the DTC and UTC, who shall forthwith transmit the reports to the committee members.</p>	
<p>5.32.12 The Secretary-General or her or his delegate shall ask each external evaluator to provide an evaluation of the Candidate's research, scholarly and professional activities, and contributions to scholarly and professional communities and to submit the evaluation by November 20 of the year of consideration. External evaluations received after this date shall be submitted:</p> <ul style="list-style-type: none"> i) to the Departmental Tenure Committee but only if it has 	<p>7.15.16 External evaluations received after November 25 shall be submitted to:</p> <ul style="list-style-type: none"> i) the DTC but only if it has not completed its consideration of the merit of the candidate's case; and ii) the UTC, but only if it has not completed its consideration of the merit of the candidate's case. 	<p>It is essential for both the DTC and the candidates that any external letters that come in late be forwarded to the DTC provided they have not reached their final decision.</p>

not commenced its consideration of the merit of the Candidate's case; and ii) to the University Tenure Committee pursuant to Section 5.46.2.		
5.32.13 Subject to Section 5.46.2, no member of the University community other than the Secretary-General or her or his delegate shall contact any external evaluator in regard to the Candidate.	7.15.17 No member of the University community other than the Secretary-General shall contact any external evaluator in regard to the candidate.	
5.32.14 If the Departmental Tenure Committee or the University Tenure Committee is tending to a negative recommendation, the Candidate shall be given a copy of the external evaluations with nominative information removed as prescribed by applicable legislation.	7.15.18 If the DTC or the UTC is tending to a negative recommendation, the Chair of the relevant committee shall request the Secretary-General to provide the candidate with a copy of the external evaluations with nominative information removed, as prescribed by applicable legislation.	
Tenure Committees	Process: Tenure Committees	
5.11 Except as provided in Section 5.53 the case of each Candidate shall be considered by a Departmental Tenure Committee and subsequently by a committee of Senate, called the University Tenure Committee for the Faculty (herein "University Tenure Committee").	7.16 The case of each candidate shall be considered by a DTC and a UTC .	
5.11.1 For the purposes of Section 5 in faculties without departments and, where appropriate, in schools, there shall be established in accordance with these regulations a committee called the Departmental Tenure Committee.	7.16.1 In faculties without departments there shall be established in accordance with these Regulations a committee called the DTC.	
5.11.2 For the purposes of Section 5 the term "department" shall be deemed to include a "school".		Now covered under Definitions. See 2.6.
5.12.1 The Departmental Tenure Committee shall make a recommendation to the University Tenure Committee regarding the granting of Tenure to the Candidate based on the criteria in Section 5.10 and, in doing so, shall represent the judgment of the academic units in which the Candidate has been appointed by the Board of Governors.	7.16.2 The DTC shall make a recommendation to the UTC regarding the granting of tenure to the candidate based on the criteria in Section 7.14 and 7.15 and, in doing so, shall represent the judgment of the academic units in which the candidate has been appointed in the OLA .	
5.12.2 The University Tenure Committee shall make a recommendation to the Principal regarding the granting of Tenure to the Candidate based on the criteria set out in Section 5.10.	7.16.3 The UTC shall make a recommendation to the Principal regarding the granting of tenure to the candidate based on the criteria set out in Section 7.11 and 7.11.1 .	
5.14 Except as provided for in the Regulations neither members of the Departmental Tenure Committee, nor members of the University Tenure Committee, nor the Principal or her or his delegate shall make outside	7.16.4 Except as provided for in these Regulations neither members of the DTC, nor members of the UTC, nor the Principal or delegate shall consult outside the University concerning any candidate's consideration for tenure.	

consultations concerning any Candidate's consideration for Tenure.		
5.15 No later than September 1 of the year of consideration, Candidates shall be informed of the composition of the Departmental Tenure Committee and the University Tenure Committee by the chair of each committee.	7.16.5 No later than September 1 of the year of consideration, candidates shall be informed of the composition of the DTC and the UTC by the Chair of each committee.	
5.15.1 Reasonable efforts shall be made by the department and the faculty to give due consideration to the gender representation of the Tenured academic staff of the department and the faculty when selecting members for the Departmental Tenure Committee and the University Tenure Committee.	7.16.6 Reasonable efforts shall be made by the department and the faculty to give due consideration to the gender representation of the tenured academic staff of the department and the faculty when selecting members for the DTC and the UTC.	
5.13 No committee member shall serve at two or more levels of the Tenure consideration process of any one Candidate in the same year of consideration.	7.16.7 No committee member shall serve at more than one level of the tenure consideration process of any one candidate in the same year of consideration.	
Departmental Tenure Committee: Chair	Departmental Tenure Committee: Chair	
5.16 Subject to Sections 5.16.1, 5.16.2, 5.17 and 5.18, the Departmental Tenure Committee shall normally be presided over by the chair of the department in which the Candidate holds appointment.	7.17 The DTC shall normally be presided over by the Chair of the department in which the candidate holds appointment.	
5.16.1 Notwithstanding Section 1.3.3 of the regulations, in faculties with no departments, the chair of the Departmental Tenure Committee shall be chosen from amongst members of the Tenured academic staff of the faculty, excluding the dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, by an established documented collegial process approved by the dean of the faculty.	7.17.1 In faculties with no departments, the chair of the DTC shall be chosen from amongst members of the tenured academic staff of the faculty, excluding the Dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, by an established documented collegial process approved by the Dean of the faculty.	
5.16.2 In departments where the chair is not Tenured, or in the event that the chair is unable to chair the Departmental Tenure Committee, or is disqualified for cause or conflict of interest, the chair of the Departmental Tenure Committee shall be chosen from amongst members of the Tenured academic staff of the department, excluding the dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, by an established documented collegial process appropriate to the department approved by the dean of the faculty.	7.17.2 In departments where the Chair is not tenured, or is unable to chair the DTC, or is disqualified for cause or conflict of interest, the chair of the DTC shall be chosen from amongst members of the tenured academic staff of the department, excluding the Dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, by an established documented collegial process approved by the Dean of the faculty.	

<p>5.17 Subject to Sections 5.17.1 and 5.17.2, where a Candidate has been appointed by the Board of Governors in two or more departments and/or faculties without departments, the chairs of the relevant departments and/or the persons chosen under Section 5.16.1 and 5.16.2 shall consult amongst themselves and decide who shall chair the Departmental Tenure Committee.</p>	<p>7.17.3 Where a candidate has been appointed in the OLA in two or more departments, the Chairs of the relevant departments and/or the persons chosen under Section 7.32.1 and 7.32.2 shall consult amongst themselves and decide who shall chair the DTC.</p>	
<p>5.17.1 If no agreement is reached under Section 5.17, the chair of the Departmental Tenure Committee shall be chosen by the dean or deans of the faculty or faculties in which the Candidate holds appointment.</p>	<p>7.17.4 If no agreement is reached under Section 7.33, the chair of the DTC shall be chosen by the Dean or Deans of the faculty or faculties in which the candidate holds appointment.</p>	
<p>5.17.2 If no agreement is reached under Section 5.17.1, the chair of the Departmental Tenure Committee shall be chosen by the Provost.</p>	<p>7.14.5 If no agreement is reached under Section 7.33.1, the chair of the DTC shall be chosen by the Provost.</p>	
<p>5.18 Under exceptional circumstances a dean from a faculty other than that in which the Candidate is appointed shall preside over the Departmental Tenure Committee if Senate so orders.</p>	<p>7.14.6 Under exceptional circumstances a Dean from a faculty other than that in which the candidate is appointed shall preside over the DTC if Senate so orders.</p>	
<p>5.19 The chair of the Departmental Tenure Committee shall have both voice and vote.</p>	<p>7.14.7 The chair of the DTC shall have both voice and vote.</p>	
<p>Departmental Tenure Committee: Membership</p>	<p><i>Departmental Tenure Committee: Membership</i></p>	
<p>5.20 Subject to Sections 5.22.1 and 5.22.2, the Departmental Tenure Committee for a Candidate who is appointed in a single department shall be composed of the chair and at least four other members of the department, who shall be chosen from amongst Tenured academic staff members through an established documented collegial process appropriate to the department and approved by the dean of the faculty. Two alternate committee members shall also be chosen in accordance with the same procedures.</p>	<p>7.15 The DTC for a candidate who is appointed in a single department shall be composed of the chair and at least four other members of the department, who shall be chosen from amongst tenured academic staff members through an established documented collegial process appropriate to the department and approved by the Dean of the faculty. Two alternate committee members shall also be chosen in accordance with the same procedures.</p>	
<p>5.20.1 In faculties with no departments, members of the Departmental Tenure Committee shall be chosen from amongst members of the Tenured academic staff holding an appointment in the faculty, excluding the dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, by an established documented collegial process appropriate to the</p>	<p>7.15.1 In faculties with no departments, members of the DTC shall be chosen from amongst members of the tenured academic staff holding an appointment in the faculty, excluding the Dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, by an established documented collegial process appropriate to the faculty and approved by the Dean of the</p>	

faculty and approved by the dean of the faculty.	faculty.	
5.20.2 In departments unable to fill places on the Departmental Tenure Committee due to an insufficient number of available Tenured staff members, the dean of the faculty, using an established documented collegial process appropriate to the faculty, shall select members of the Tenured academic staff from within the faculty, excluding the dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, to make up the balance of the Departmental Tenure Committee.	7.15.2 In departments unable to fill places on the DTC due to an insufficient number of available tenured staff members, the Dean of the faculty, using an established documented collegial process appropriate to the faculty, shall select members of the tenured academic staff from within the faculty, excluding the Dean, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, to make up the balance of the DTC.	
5.20.3 In a faculty without departments that is unable to fill places on the Departmental Tenure Committee due to an insufficient number of available Tenured staff members, the Provost, using an established documented collegial process appropriate to the University and approved by the Provost, shall select members of the Tenured academic staff from the University, excluding deans, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, to make up the balance of the Departmental Tenure Committee.	7.15.3 In a faculty without departments that is unable to fill places on the DTC due to an insufficient number of available tenured staff members, the Provost, using an established documented collegial process appropriate to the University and approved by the Provost, shall select members of the tenured academic staff from the University, excluding Deans, associate deans, vice-principals, associate vice-principals, the Provost, the Deputy Provost, and associate provosts, to make up the balance of the DTC.	
5.20.4 The documented collegial processes referred to in Section 5.20, 5.20.1 and 5.20.2 shall be publicly available at the commencement of the Tenure consideration process in each year of consideration, and Candidates shall be made aware of the location of this documentation.	7.15.4 The documented collegial processes referred to in Section 7.36 , 7.36.1 and 7.36.2 shall be publicly available at the commencement of the tenure consideration process in each year of consideration, and candidates shall be made aware of the location of this documentation.	
5.21 Where a Candidate has been appointed by the Board of Governors in two or more departments and/or faculties without departments, the composition of the Departmental Tenure Committee shall be determined by the chairs of the departments and the deans of the faculties without departments, as appropriate.	7.15.5 Where a candidate has been appointed in the OLA in two or more departments and/or faculties without departments, the composition of the DTC shall be determined by the Chairs of the departments and the Deans of the faculties without departments, as appropriate.	
5.21.1 If no agreement is reached under Section 5.21, the composition of the Departmental Tenure Committee shall be determined by the dean or deans.	7.15.6 If no agreement is reached under Section 7.37 , the composition of the DTC shall be determined by the Dean or Deans.	
5.21.2 If no agreement is reached under Section 5.21.1, the composition of the Departmental Tenure Committee shall be determined by the Provost.	7.15.7 If no agreement is reached under Section 7.37.1 , the composition of the DTC shall be determined by the Provost.	
5.22.1 In the event that a member of the Departmental Tenure Committee is unable to consider the case of a Candidate, or	7.15.8 In the event that a member of the DTC is unable to consider the case of a candidate, or is disqualified for cause,	

is disqualified for cause, an alternate member of the committee shall fill the vacancy, but only in cases where there has been no meeting at which consideration of the merit of the Candidate's case for Tenure has taken place.	an alternate member of the committee shall fill the vacancy, but only in cases where there has been no meeting at which consideration of the merit of the candidate's case for tenure has taken place.	
5.22.2 In the event that a member of the Departmental Tenure Committee is absent from a meeting at which the merit of a Candidate's case for Tenure is considered, that member shall not participate in further consideration of that Candidate's case for Tenure.	7.15.9 In the event that a member of the DTC is absent from a meeting at which the merit of a candidate's case for tenure is considered, that member shall not participate in further consideration of that candidate's case for tenure.	
5.22.3 Notwithstanding Section 5.20, where there has been a meeting at which consideration of the merit of a Candidate's case for Tenure has already commenced, a vacancy shall remain unfilled, and the Departmental Tenure Committee shall continue its consideration of the Candidate's case for Tenure with the remaining members.	7.15.10 Where there has been a meeting at which consideration of the merit of a candidate's case for tenure has already commenced, a vacancy shall remain unfilled, and the DTC shall continue its consideration of the candidate's case for Tenure with the remaining members.	
5.23 Insofar as it is otherwise permissible under these regulations, the Departmental Tenure Committee hearing the cases of Candidates from the same department or faculty without departments in a given year of consideration shall be composed of the same persons.	7.15.11 Insofar as it is otherwise permissible under these Regulations, the DTC hearing the cases of candidates from the same department or faculty without departments in a given year of consideration shall be composed of the same persons.	
University Tenure Committee: Chair	University Tenure Committee: Chair	
5.24 Subject to Sections 5.25.1 and 5.26, the University Tenure Committee shall normally be presided over by the dean of the faculty in which the Candidate holds appointment.	7.16 The UTC shall normally be presided over by the Dean of the faculty in which the candidate has been appointed.	
5.24.1 At the commencement of each year of consideration, the dean shall propose from amongst the Tenured members of the academic staff of each University Tenure Committee for that faculty, an alternate chair to serve in the event that the dean is unable to chair the University Tenure Committee, or is disqualified for cause or conflict of interest. Alternate chairs shall be approved by the Nominating Committee.	7.16.1 At the commencement of each year of consideration, the Dean shall propose, from amongst the tenured members of the academic staff of each UTC for that faculty, an alternate chair to serve in the event that the Dean is not tenured , is unable to chair the UTC, or is disqualified for cause or conflict of interest. Alternate chairs shall be approved by the Nominating Committee.	
5.25.1 Subject to Section 5.25.2, where a Candidate has been appointed by the Board of Governors in two or more departments and/or faculties without departments, the deans of the relevant faculties shall consult and decide who shall chair the University Tenure Committee.	7.16.2 Where a candidate has been appointed in the OLA in two or more departments and/or faculties without departments, the Deans of the relevant faculties shall consult and decide who shall chair the UTC.	

5.25.2 If no agreement is reached under Section 5.25.1, the chair of the University Tenure Committee shall be chosen by the Provost.	7.16.3 If no agreement is reached, the chair of the UTC shall be chosen by the Provost.	
5.26 Under exceptional circumstances a vice-principal or Deputy Provost with Tenure may preside over the University Tenure Committee if Senate so orders.	7.16.4 Under exceptional circumstances a Vice-Principal or Deputy Provost with tenure may preside over the UTC if Senate so orders.	
5.27 The chair of the University Tenure Committee shall have both vote and voice.	7.16.5 The chair of the UTC shall have both vote and voice.	
University Tenure Committee: Membership	University Tenure Committee: Membership	
5.28 The dean of each faculty shall appoint one or more University Tenure Committees; the number of University Tenure Committees shall be decided upon by the dean and shall be sufficient to deal with the year's cohort of Tenure Candidates. Each University Tenure Committee shall, in addition to the dean, consist of five members.	7.17 The Dean of each faculty shall appoint one or more UTCs; the number of UTCs shall be decided upon by the Dean and shall be sufficient to deal with the year's cohort of tenure candidates. Each UTC shall, in addition to the Dean, consist of five members.	
5.30 Where the dean of a faculty has appointed more than one University Tenure Committee as allowed in Section 5.28, the Secretary-General or her or his delegate shall decide which University Tenure Committee shall consider the case of the Candidate. However, all Candidates from the same department or faculty without departments shall be considered by the same University Tenure Committee.	7.17.1 Where the Dean of a faculty has appointed more than one UTC, the Dean, in consultation with the Secretary-General, shall decide which UTC shall consider the case of each candidate. However, all candidates from the same department shall be considered by the same UTC.	
5.28.1 The dean shall appoint the first two members of each University Tenure Committee from a list of six Tenured members of the faculty (the "faculty list"). The faculty shall determine the manner in which the members of the faculty list are selected. Membership of the faculty list shall be for a two-year renewable term.	7.17.2 The Dean shall appoint the first two members of each UTC from a list of six tenured members of the faculty (the "faculty list"). The faculty shall determine the manner in which the members of the faculty list are selected. Membership of the faculty list shall be for a two-year renewable term.	
5.31.1 No member of the University Tenure Committee appointed under Section 5.28.1 shall hold an appointment in the same department or departments as the Candidate.	7.17.3 No member of the UTC shall hold an appointment in the same department or departments as the candidate.	
5.28.2 The Secretary-General or her or his delegate shall appoint the other three members to each University Tenure Committee from the list approved by Senate (the "Senate list") for each faculty. The Senate list shall be composed of: (i) in the case of faculties with departments, nine Tenured members of the academic staff who do not hold appointment	7.17.4 The Secretary-General shall appoint the other three members to each UTC from the list approved by Senate (the "Senate list") for each faculty. The Senate list shall be composed of: (i) in the case of faculties with departments, nine tenured members of the academic staff who do not hold appointment	

<p>in the same faculty as the members chosen under Section 5.28.1; and</p> <p>(ii) in the case of faculties without departments, six Tenured members of the academic staff who do not hold appointment in the same faculty as the members chosen under Section 5.28.1.</p> <p>Membership of the Senate list shall be for a two-year renewable term.</p>	<p>in the same faculty as the candidate; and</p> <p>(ii) in the case of faculties without departments, six tenured members of the academic staff who do not hold appointment in the same faculty as the candidate.</p> <p>Membership of the Senate list shall be for a two-year renewable term.</p>	
<p>5.31.2 No two members of the University Tenure Committee appointed by the Secretary-General under Section 5.28.2 shall hold appointments in the same faculty.</p>	<p>7.17.5 No two members of the UTC appointed by the Secretary-General shall hold appointments in the same faculty.</p>	
<p>5.28.3 Appointments to University Tenure Committees from the Senate list shall be based on a system of regular rotation and take into account the availability of the members of the academic staff on the list.</p>	<p>7.17.6 Appointments to UTC from the Senate list shall be based on a system of regular rotation and take into account the availability of the members of the academic staff on the list.</p>	
<p>5.29 Where a Candidate holds appointments in two or more faculties, the deans of the faculties shall consult and, by June 15 of the year of consideration, agree on the composition of the University Tenure Committee which shall consider her or his case, in accordance with Sections 5.28.1, 5.28.2 and 5.31.2.</p>	<p>7.17.7 Where a candidate holds appointments in two or more faculties, the Deans of the faculties shall consult and, by June 15 of the year of consideration, agree on the composition of the UTC which shall consider the candidate's case.</p>	
<p>5.29.1 If no agreement is reached by the deans under Section 5.29, the Provost shall decide upon the composition of the University committee from the faculty lists and the Senate lists.</p>	<p>7.17.8 If no agreement is reached by the Deans under Section 7.44, the Provost shall decide upon the composition of the UTC from the faculty lists.</p>	<p>Reference to the Senate list has been removed, since this is not the responsibility of the deans. Rather, they have to agree on the composition drawn from the faculty lists.</p>
<p>5.31.3 In the event that a member of the University Tenure Committee is unable to consider the case of a Candidate, or is disqualified for cause, the vacancy shall be filled by a member selected from the faculty list or the Senate list, as appropriate, but only in cases where there has been no meeting at which consideration of the merit of a Candidate's case for Tenure has taken place.</p>	<p>7.17.9 In the event that a member of the UTC is unable to consider the case of a candidate, or is disqualified for cause, the vacancy shall be filled by a member selected from the faculty list or the Senate list, as appropriate, but only in cases where there has been no meeting at which consideration of the merit of a candidate's case for Tenure has taken place.</p>	
<p>5.31.4 In the event that a member of the University Tenure Committee is absent from a meeting at which the merit of a Candidate's case for Tenure is considered, that member shall not participate in further consideration of that Candidate's case for Tenure and the University Tenure Committee shall continue its consideration.</p>	<p>7.17.10 In the event that a member of the UTC is absent from a meeting at which the merit of a candidate's case for tenure is considered, that member shall not participate in further consideration of that candidate's case for tenure and the University Tenure Committee shall continue its consideration.</p>	
<p>5.31.5 Notwithstanding Section 5.28, where there has been a meeting at which consideration of the merit of a Candidate's</p>	<p>7.17.11 Where there has been a meeting at which consideration of the merit of a candidate's case for tenure has already</p>	

<p>case for Tenure has already commenced, a vacancy shall remain unfilled, and the University Tenure Committee shall continue its consideration of the Candidate's case for Tenure with the remaining members.</p>	<p>commenced, a vacancy shall remain unfilled, and the UTC shall continue its consideration of the candidate's case for tenure with the remaining members.</p>	
<p>5.31.6 Senate, itself or through a committee, shall determine any challenge by a Candidate for cause and any other question with regard to the composition and the procedures of the University Tenure Committee.</p>	<p>7.17.12 Senate, itself or through a committee, shall determine any challenge by a candidate for cause and any other question with regard to the composition and the procedures of the UTC.</p>	
	<p>Process: Deliberations</p>	
<p>Deliberations: Departmental Tenure Committee</p>	<p><i>Deliberations: Departmental Tenure Committee</i></p>	
<p>5.40 If, after considering the Candidate's Tenure dossier, the Departmental Tenure Committee concludes that the criteria for the grant of Tenure, set out in Section 5.10, have been met by the Candidate, it shall recommend to the University Tenure Committee that the Candidate be granted Tenure, giving its reasons in writing.</p>	<p>7.18 If, after considering the candidate's tenure dossier, the DTC concludes that the criteria for the grant of tenure have been met by the candidate, it shall recommend to the UTC that the candidate be granted Tenure, giving its reasons in writing.</p>	
<p>5.41 If, after considering the Candidate's Tenure dossier, the Departmental Tenure Committee is tending towards making a negative recommendation, it shall notify the Candidate in writing of its reasons therefore, and provide the Candidate, accompanied by an advisor if she or he wishes, with the opportunity to address the Committee, prior to its arriving at its final recommendation.</p>	<p>7.18.1 If, after considering the candidate's tenure dossier, the DTC is tending towards making a negative recommendation, it shall notify the candidate in writing of its reasons therefore, and provide the candidate, accompanied by an advisor if she or he wishes, with the opportunity to address the Committee, prior to its arriving at its final recommendation.</p>	
<p>5.41.1 If, after having provided the Candidate with the opportunity to address it, the Departmental Tenure Committee concludes that the criteria for the grant of Tenure, set out in Section 5.10, have been met by the Candidate, it shall recommend to the University Tenure Committee that the Candidate be granted Tenure, giving its reasons in writing.</p>	<p>7.18.2 If, after having provided the candidate with the opportunity to address it, the DTC concludes that the criteria for the grant of Tenure have been met by the candidate, it shall recommend to the UTC that the candidate be granted tenure, giving its reasons in writing.</p>	
<p>5.41.2 If, after having provided the Candidate with the opportunity to address it, the Departmental Tenure Committee concludes that the criteria for the grant of Tenure, set out in Section 5.10, have not been met by the Candidate, it shall recommend to the University Tenure Committee that the Candidate not be granted Tenure, giving its reasons in writing.</p>	<p>7.18.3 If, after having provided the candidate with the opportunity to address it, the DTC concludes that the criteria for the grant of tenure have not been met by the candidate, it shall recommend to the UTC that the candidate not be granted tenure, giving its reasons in writing.</p>	

<p>5.42 The Departmental Tenure Committee shall communicate its report and recommendation concerning the Candidate's Tenure to the Secretary-General as soon as possible but no later than January 25 of the year of consideration, on forms provided by the University Secretariat. The Secretary-General or her or his delegate shall forthwith transmit copies of the report and recommendation to the Candidate and to the University Tenure Committee. The report and recommendations shall include the Departmental Tenure Committee's reasons.</p>	<p>7.18.4 The DTC shall communicate its report and recommendation concerning the candidate's tenure to the Secretary-General as soon as possible but no later than January 25 of the year of consideration, on forms provided by the University Secretariat. The Secretary-General shall forthwith transmit copies of the report and recommendation to the candidate and to the UTC. The report and recommendations shall include the DTC's reasons.</p>	
<p>5.43 It is the responsibility of the chair of the Departmental Tenure Committee to ensure that the deadline stipulated in Section 5.42 is respected; nevertheless should the Departmental Tenure Committee fail to meet the delay specified in Section 5.42 it shall remain seized of the matter before it.</p>	<p>7.18.5 It is the responsibility of the chair of the DTC to ensure that this deadline is respected; nevertheless should the DTC fail to meet the specified delay, it shall remain seized of the matter before it.</p>	
<p>Deliberations: University Tenure Committee</p>	<p>Deliberations: University Tenure Committee</p>	
<p>5.44 The University Tenure Committee shall start its consideration of the Candidate's case as soon as it receives the Departmental Tenure Committee report and recommendations from the Secretary-General or her or his delegate.</p>	<p>7.19 The UTC shall start its consideration of the candidate's case as soon as it receives the DTC report and recommendations from the Secretary-General.</p>	
<p>5.45 If, after considering the Candidate's Tenure dossier and the Departmental Tenure Committee report, the University Tenure Committee concludes that the criteria for grant of Tenure set out in Section 5.10 have been met, it shall recommend to the Principal that the Candidate be granted Tenure, giving its reasons in writing to the Principal.</p>	<p>7.19.1 If, after considering the Candidate's Tenure dossier and the Departmental Tenure Committee report, the UTC concludes that the criteria for grant of Tenure have been met, it shall recommend to the Principal that the candidate be granted tenure, giving its reasons in writing.</p>	
<p>5.46.1 If, after considering the Candidate's Tenure dossier and the Departmental Tenure Committee report, the University Tenure Committee is unable to recommend Tenure because of lack of information on the Candidate's research, teaching or other contributions to the University and scholarly communities, it may, at its discretion, seek further information from the chairs of the departments or the deans of faculties without departments in which the Candidate has been appointed.</p>	<p>7.19.2 If the UTC is unable to recommend tenure because of lack of information on the candidate's research, teaching or other contributions to the University and scholarly communities, it may, at its discretion, seek further information from the Chairs of the departments in which the candidate has been appointed.</p>	
<p>5.46.2 If, after considering the Candidate's Tenure dossier and</p>	<p>7.19.3 If the UTC is unable to recommend tenure because of</p>	

<p>the Departmental Tenure Committee report, the University Tenure Committee is unable to recommend Tenure because of lack of information on the Candidate's research and other scholarly work it may, at its discretion, seek the opinion of one or more additional external evaluators from the agreed-to list.</p>	<p>lack of information on the candidate's research and other scholarly work it may, at its discretion, seek the opinion of one or more additional external evaluators from the agreed-to list.</p>	
<p>5.46.3 The information received under Section 5.46.1 and 5.46.2 shall be added to the Candidate's Tenure dossier and the chair of the University Tenure Committee shall transmit a copy of the information to the chair of the Departmental Tenure Committee and the Candidate. The Candidate may prepare a written response which shall be included in her or his Tenure dossier.</p>	<p>7.19.4 The information received under Section 7.50.2 and 7.50.3 shall be added to the candidate's tenure dossier and the chair of the UTC shall transmit a copy of the information to the chair of the DTC and the candidate. The candidate may prepare a written response which shall be included in the tenure dossier.</p>	
<p>5.47 If, after considering the Candidate's Tenure dossier and the Departmental Tenure Committee report, the University Tenure Committee is tending towards making a recommendation that differs from the recommendation of the Departmental Tenure Committee or that is negative to the Candidate, or both, it shall notify in writing, both the Candidate and the chair of the Departmental Tenure Committee of its proposed recommendation and the reasons therefore, and each of them, accompanied by an advisor if they wish, shall be given the opportunity to address the University Tenure Committee in the presence of each other prior to its arriving at its final recommendation to the Principal. Any new document to be submitted at such a meeting shall be distributed to all those who will be present at the meeting, at least 2 days prior to the meeting, by the party submitting it.</p>	<p>7.19.5 If, after considering the candidate's tenure dossier and the DTC report, the UTC is tending towards making a recommendation that differs from the recommendation of the DTC or that is negative to the candidate, or both, it shall notify in writing, both the candidate and the chair of the DTC of its proposed recommendation and the reasons therefore, and each of them, accompanied by an Advisor if they wish, shall be given the opportunity to address the UTC in the presence of the other, prior to the UTC's arriving at its final recommendation to the Principal. Any new document to be submitted at such a meeting shall be distributed to all those who will be present at the meeting, at least 2 days prior to the meeting, by the party submitting it.</p>	
<p>5.47.1 When the chair of the Departmental Tenure Committee addresses the University Tenure Committee, under the provisions of Section 5.47, under circumstances where the chair is of the same opinion as that expressed in a minority report of the Departmental Tenure Committee, the chair shall be accompanied by another member of the Departmental Tenure Committee representing the majority opinion who may also address the University Tenure Committee.</p>	<p>7.19.5.1 When the chair of the DTC addresses the UTC, under the provisions of Section 7.50.5, under circumstances where the chair is of the same opinion as that expressed in a minority report of the DTC, the chair shall be accompanied by another member of the DTC representing the majority opinion who may also address the UTC.</p>	
<p>5.47.2 If, after having provided the Candidate and the</p>	<p>7.19.6 If, after having provided the candidate and the DTC with</p>	

<p>Departmental Tenure Committee with the opportunity to address it in accordance with Sections 5.47 and 5.47.1, the University Tenure Committee concludes that the criteria for the grant of Tenure, set out in Section 5.10, have been met by the Candidate, it shall recommend to the Principal that the Candidate be granted Tenure, giving its reasons in writing.</p>	<p>the opportunity to address it in accordance with Sections 7.45.5 and 7.45.5.1, the UTC concludes that the criteria for the grant of tenure have been met by the candidate, it shall recommend to the Principal that the candidate be granted tenure, giving its reasons in writing.</p>	
<p>5.47.3 If, after having provided the Candidate and the Departmental Tenure Committee with the opportunity to address it in accordance with Sections 5.47 and 5.47.1, the University Tenure Committee concludes that the criteria for the grant of Tenure, set out in Section 5.10, have not been met by the Candidate, it shall recommend to the Principal that the Candidate not be granted Tenure, giving its reasons in writing.</p>	<p>7.19.7 If, after having provided the candidate and the DTC with the opportunity to address it in accordance with Sections 7.45.5 and 7.45.5.1, the UTC concludes that the criteria for the grant of tenure have not been met by the candidate, it shall recommend to the Principal that the candidate not be granted tenure, giving its reasons in writing.</p>	
<p>5.48 In respect of each Candidate, the University Tenure Committee shall communicate its final report and recommendations to the Secretary-General as soon as possible but no later than April 30 of the year of consideration on forms provided by the University Secretariat. The Secretary-General or her or his delegate shall forthwith transmit copies of the report and recommendation to the Principal, the Candidate, and the chair of the Departmental Tenure Committee. The final report and recommendations shall include the University Tenure Committee's reasons.</p>	<p>7.19.8 In respect of each candidate, the UTC shall communicate its final report and recommendations, with reasons, to the Secretary-General as soon as possible but no later than April 30 of the year of consideration, on forms provided by the University Secretariat. The Secretary-General shall forthwith transmit copies of the report and recommendation to the Principal, the candidate, and the chair of the DTC.</p>	
<p>5.48.1 It is the responsibility of the chair of the University Tenure Committee to ensure that the deadline stipulated in Section 5.48 is respected; nevertheless should the University Tenure Committee fail to meet the delay specified in Section 5.48 it shall remain seized of the matter before it.</p>	<p>7.19.9 It is the responsibility of the chair of the UTC to ensure that the deadline stipulated in Section 7.51 is respected; nevertheless should the UTC fail to meet the delay specified, it shall remain seized of the matter before it.</p>	
<p>Discharge of Tenure Committees</p>	<p>Discharge of Tenure Committees</p>	
<p>5.49 The Departmental Tenure Committee and the University Tenure Committee shall be discharged in regard to a Candidate's case when the Principal or her or his delegate communicates her or his final recommendation thereon to the Candidate, unless there has been recourse to an appeal under section 8 of the regulations, in which case the Departmental Tenure Committee and the University Tenure</p>	<p>7.20 The DTC and the UTC shall be discharged in regard to a candidate's case when the Principal communicates her or his final recommendation thereon to the candidate, unless there has been recourse to an appeal, in which case the DTC and the UTC shall be discharged only upon the Appeals Committee rendering its final decision.</p>	

<p>Committee shall be discharged only upon the Appeals Committee rendering its final decision.</p>		
<p>Deliberations: The Principal</p>	<p><i>Deliberations: The Principal</i></p>	
<p>5.50 The Principal or her or his delegate shall decide each Candidate's case for Tenure solely on the basis of the Candidate's Tenure dossier, the report of the Departmental Tenure Committee and the report of the University Tenure Committee.</p>	<p>7.21 The Principal shall decide each candidate's case for Tenure solely on the basis of the candidate's Tenure dossier, the report of the DTC and the report of the UTC.</p>	
<p>5.50.1 If the Principal or her or his delegate decides to recommend a Candidate for Tenure, she or he shall present the recommendation, together with the recommendation of the University Tenure Committee, forthwith to the Board of Governors for final decision. The Board is not required to hear further evidence or representations.</p>	<p>7.21.1 If the Principal decides to recommend a candidate for tenure, she or he shall present the recommendation, together with the recommendation of the UTC, forthwith to the Board of Governors for final decision. The Board is not required to hear further evidence or representations.</p>	
<p>5.50.2 If the Principal or her or his delegate is tending towards accepting the negative recommendation of the University Tenure Committee, the Principal or her or his delegate, prior to reaching a final decision, shall notify the Candidate in writing that she or he is also tending to a negative decision and shall provide the Candidate with written reasons and an opportunity to appear before her or him, accompanied by an advisor if the Candidate wishes, to address the University Tenure Committee report. Under these circumstances, the two week delay provided for in Section 8.5 of the regulations shall be extended to twenty-five working days.</p>	<p>7.21..2 If the Principal is tending towards a negative decision, the Principal shall, within fifteen (15) working days of receiving the recommendation from the UTC, notify the candidate in writing. Prior to reaching a final decision, the Principal shall provide the candidate with written reasons and an opportunity to appear before her or him, accompanied by an Advisor if the candidate wishes, to address the Principal's concerns.</p>	<p>Information about the timing of notification should appear here and not just under the Appeals, where it is in the current version of the regs (section 8.5).</p> <p>In addition, there is no need to spell out the different circumstances under which the Principal might tend to the negative, so these clauses have been collapsed.</p>
<p>5.50.3 In a case in which the Departmental Tenure Committee has recommended that the Candidate be granted Tenure and the University Tenure Committee's final recommendation is against the grant of Tenure to that Candidate and the Principal or her or his delegate is tending towards a negative decision, the Principal or her or his delegate, prior to reaching a final decision, shall notify the Candidate in writing that she or he is tending to a negative decision and shall provide the Candidate with written reasons and an opportunity to appear before her or him, accompanied by an advisor if the Candidate wishes, to address the concerns identified and to submit information to clarify the issues raised. Under these circumstances, the</p>		

<p>two week delay provided for in Section 8.5 of the regulations shall be extended to twenty-five working days.</p>		
<p>5.50.4 If the Principal or her or his delegate is tending to disagree with the positive recommendation of the University committee, the Principal or her or his delegate, prior to reaching a final decision, shall notify the Candidate in writing that she or he is tending to a negative decision and shall provide the Candidate with written reasons and an opportunity to appear before her or him, accompanied by an advisor if the Candidate wishes, to address the concerns identified and to submit information to clarify the issues raised. Under these circumstances, the two week delay provided for in Section 8.5 of the regulations shall be extended to twenty-five working days.</p>		
<p>5.50.5 If the Principal or her or his delegate is tending to disagree with the University Tenure Committee’s final recommendation against the grant of Tenure, the Principal or her or his delegate shall notify in writing both the Candidate and the chair of the University Tenure Committee of her or his proposed recommendation and the reasons therefore, and each of them, accompanied by an advisor if they wish, shall be given the opportunity to appear before her or him to address the concerns identified. Under these circumstances, the two week delay provided for in Section 8.5 of the regulations shall be extended to twenty-five working days.</p>	<p>7.21.3 If the Principal is tending to disagree with the UTC’s final recommendation against the grant of tenure, the Principal shall, within fifteen (15) working days of receiving the recommendation from the UTC, notify in writing both the candidate and the chair of the UTC of her or his proposed recommendation and the reasons therefore. Each of them, accompanied by an Advisor if they wish, shall be given the opportunity to appear before her or him to address the concerns identified.</p>	
<p>8.5. Members of the full-time academic staff, except those holding an initial appointment of one year or less, faculty lecturers and visiting and auxiliary academic staff, may appeal from the final decision of the Principal against recommending a grant of tenure or a reappointment. Such a decision shall be notified in writing by the Principal to the candidate concerned within two weeks of the Principal receiving a recommendation from the University Tenure Committee in a matter concerning tenure or from the dean of the faculty in a matter concerning reappointment.</p>	<p>7.21.4 Within twenty five (25) working days of the Principal receiving a recommendation from the UTC, the candidate shall be notified in writing of the final decision of the Principal against recommending a grant of tenure.</p>	
<p>5.50.6 Should the Principal or her or his delegate fail to meet</p>	<p>7.21.5 Should the Principal fail to meet the specified delays, she</p>	

the delays specified in Sections 5.50.2, 5.50.3, 5.50.4 or 5.50.5 she or he shall remain seized of the matter before her or him.	or he shall remain seized of the matter before her or him.	
Retention of Tenure Dossier	Retention of Tenure Dossier	
5.51 The Tenure dossier of each Candidate shall be kept complete and intact until such time as the Board of Governors has granted Tenure, or the delays for appeal in Section 8 of the regulations have elapsed, or the Appeals Committee has arrived at a decision.	7.22 The tenure dossier of each candidate shall be kept complete and intact until such time as the Board of Governors has granted Tenure, or the delays for appeal in Section 9 of the regulations have elapsed, or the Appeals Committee has arrived at a decision.	
Refusal of Tenure for University Priorities	Refusal of Tenure for University Priorities	
5.52 Notwithstanding an assessment that a Candidate meets the requirements for Tenure under Section 5.10, University priorities, as determined by Senate, which prevent the granting of Tenure to the Candidate, established and published before the Candidate is considered for Tenure, shall be sufficient reason to refuse the grant of Tenure. In such cases, the Candidate shall be automatically reappointed for an additional year without the possibility of renewal and shall receive from the Principal or her or his delegate a written statement of appreciation and recognition that the Candidate would have received Tenure but for established University priorities.	7.23 Notwithstanding an assessment that a candidate meets the requirements for tenure, University priorities, as determined by Senate, which prevent the granting of tenure to the candidate, established and published before the candidate is considered for tenure, shall be sufficient reason to refuse the grant of tenure. In such cases, the candidate shall be automatically reappointed for an additional year without the possibility of renewal and shall receive from the Principal a written statement of appreciation and recognition that the candidate would have received Tenure but for established University priorities.	
Appointments with Tenure	Appointments with Tenure	

<p>5.53 A person holding an academic appointment at another university or scholarly institution may be appointed as Associate Professor or Professor with Tenure if so approved by the Board of Governors on the recommendation of the Principal or her or his delegate. A recommendation for appointment with Tenure shall originate from the chairs of the departments and the deans of the faculties concerned or, if there are no departments, from the deans of the faculties concerned.</p> <p>4.3 In the case of new appointments where the Candidate has attained the rank of Professor at a recognized institution of higher learning, the Principal may recommend appointment at that rank having consulted with the dean of the faculty.</p>	<p>7.24 A person holding an academic appointment at another university or scholarly institution may be appointed as Associate Professor or Professor with tenure if so approved by the Board of Governors on the recommendation of the Principal. A recommendation for appointment with Tenure shall originate from the relevant Departmental Chair(s) and Dean(s), following a recommendation from an appropriate committee.</p>	
<p>5.54.1 The University committee for Recruitment shall be a committee of Senate, chaired by the Provost or her or his delegate, and shall consist of one Tenured member from each faculty of the University, appointed by Senate for a period of three years.</p>	<p>7.24.1 The University Tenure Committee for Recruitment (hereafter “UTCR”) shall be a committee of Senate, chaired by the Provost, and shall consist of one tenured member from each faculty of the University, appointed by Senate for a period of three years.</p>	
<p>5.54.2 Quorum for the University Tenure Committee for Recruitment shall be three members in addition to the chair, and shall include one member from each of the faculties in which the Candidate would hold appointment.</p>	<p>7.24.2 Quorum for the UTCR shall be three members in addition to the chair, and shall include one member from each of the faculties in which the candidate would hold appointment.</p>	
<p>5.55 The University Tenure Committee for Recruitment shall consider only those Candidates for Tenure described in Section 5.53.</p>	<p>7.24.3 The University Tenure Committee for Recruitment shall consider only those Candidates for Tenure described in Section 7.56.</p>	
<p>5.56 The University Tenure Committee for Recruitment shall make its recommendation to the Principal based on a dossier, submitted by the dean or deans of the faculty or faculties concerned, similar to that described in Section 5.33 (i) and evaluated on the basis of the criteria described in Section 5.10. The Committee's recommendation shall be accompanied by reasons.</p>	<p>7.24.4 The UTCR shall make its recommendation to the Principal based on a dossier, submitted by the Dean(s) of the faculty (or faculties) concerned, and evaluated on the basis of the criteria described in Section 7.14 and 7.15. The dossier shall consist of:</p> <p>(i) the candidate's curriculum vitae, including a record of the candidate's research, scholarship and professional activities and contributions; a record of the candidate's teaching (including graduate and professional</p>	<p>It is insulting to people being recruited with tenure from reputable universities to have them go through a full tenure process here. It is also time-consuming to put together a dossier, often at very short notice.</p>

	<p>supervision as appropriate); and a record of the candidate’s general contributions to the University and scholarly community;</p> <p>(ii) written recommendations from appropriate departmental and faculty committees.</p> <p>(iii) three confidential letters of reference from recognized authorities who are external to the University;</p> <p>The UTCR’s recommendation shall be accompanied by reasons.</p>	
<p>5.57 If the Principal or her or his delegate decides to recommend the appointment as associate or Professor with Tenure, she or he shall present the recommendation, together with the recommendation of the University Tenure Committee for Recruitment, forthwith to the Board of Governors for approval. The decision of the Principal or her or his delegate shall not be subject to appeal.</p>	<p>7.24.5 If the Principal decides to recommend appointment as Associate Professor or Professor with tenure, she or he shall present the recommendation, together with the recommendation of the UTCR, forthwith to the Board of Governors for approval.</p>	
	<p>7.24.6 The decision of the Principal shall not be subject to appeal.</p>	
<p>Tenure for Retention</p>	<p>Tenure for Retention</p>	
<p>5.58 A member of the full-time academic staff appointed to a Tenure-track position at McGill University who has an offer of a Tenured or permanent position at another university (herein “Candidate for retention”) may be granted Tenure and, if an Assistant Professor, promoted to the rank of Associate Professor, if so approved by the Board of Governors on the recommendation of the Principal in accordance with the provisions of Sections 5.58.1 and 5.58.2.</p>	<p>7.25 A member of the full-time academic staff appointed to a tenure-track position at McGill University who has an offer of a tenured or permanent position at another university (herein “candidate for retention”) may be granted tenure and, if an Assistant Professor, promoted to the rank of Associate Professor, if so approved by the Board of Governors on the recommendation of the Principal.</p>	
<p>5.58.1 A recommendation for the grant of Tenure to a Candidate for retention shall originate from the Departmental Tenure Committee and University Tenure Committee of the appropriate departments and the faculties concerned and shall be on the forms provided by the University Secretariat.</p>	<p>7.25.1 A recommendation for the grant of tenure to a candidate for retention shall originate from the DTC and UTC of the relevant departments and the faculties and shall be on the forms provided by the University Secretariat.</p>	
<p>5.58.2 The consideration of the case of a candidate for retention shall be conducted in accordance with the provisions of the regulations. However:</p> <p>(i) notwithstanding section 5.35, the internal packages prepared by the Candidate for retention shall be submitted by her or him directly to the chairs of the Departmental</p>	<p>7.25.2 The consideration of the case of a candidate for retention shall be conducted in accordance with the provisions of these Regulations, with the following exceptions:</p> <p>(i) the internal packages prepared by the candidate for retention shall be submitted by her or him directly to the chairs of the DTC and the UTC;</p>	

<p>Tenure Committee and the University Tenure Committee; (ii) notwithstanding sections 5.32.10, 5.32.11 to 5.32.13, 5.35 and 5.37, the external packages prepared by the Candidate for retention shall be submitted by her or him directly to the chair of the University Tenure Committee who shall be responsible for soliciting the reports from the external evaluators and distributing a copy of the reports when received to the chair of the Departmental Tenure Committee; (iii) notwithstanding Section 5.42, the chair of the Departmental Tenure Committee shall communicate its report and recommendation concerning the Candidate for retention to the chair of the University Tenure Committee; (iv) notwithstanding Section 5.44, the University Tenure Committee shall start its consideration of the case of the Candidate for retention as soon as it receives the Departmental Tenure Committee report; (v) notwithstanding any provision to the contrary, the delays in the regulations do not apply to the consideration of the case of a Candidate for retention.</p>	<p>(ii) the external packages prepared by the candidate for retention shall be submitted by her or him directly to the chair of the UTC who shall be responsible for soliciting the reports from the external evaluators and distributing a copy of the reports when received to the chair of the DTC; (iii) the chair of the DTC shall communicate the DTC's report and recommendation concerning the candidate for retention directly to the chair of the UTC; (iv) the UTC shall start its consideration of the case of the candidate for retention as soon as it receives the DTC report; (v) notwithstanding any provision to the contrary, the delays in these Regulations do not apply to the consideration of the case of a candidate for retention.</p>	
<p>Obligation of Tenured Staff</p>	<p>Rights and Obligations of Tenured Staff</p>	
<p>5.1.1 A full-time Tenure-track Assistant Professor who is granted Tenure shall be promoted to the rank of Associate Professor.</p>	<p>7.26 An Assistant Professor who is granted tenure shall be promoted to the rank of Associate Professor.</p>	
<p>1.3.4 "Tenure" means an appointment for an unlimited term which carries with it the right not to be dismissed except for cause and can only be acquired by grant under these regulations.</p>	<p>7.26.1 A staff member awarded tenure under these Regulations shall be appointed for an Indefinite Term that may not be terminated except for cause.</p>	
<p>5.59 A member of the academic staff who is granted Tenure shall maintain the high standards for which it was granted.</p>	<p>7.26.2 A member of the academic staff who is granted tenure shall maintain the high standards for which tenure is granted.</p>	
<p>Annual Tenure Meeting</p>	<p>Annual Tenure Meeting</p>	
<p>5.60 During the Fall term of each academic year, the members of the Departmental Tenure Committees, the University Tenure Committees and the University Tenure Committee for Recruitment, the Tenure Candidates, the MAUT President, and other interested parties shall be invited to an openly advertised meeting to discuss general criteria and the</p>	<p>7.27 During the Fall term of each academic year, tenure candidates, members of DTCs, UTCs and UTCR, and other interested parties, shall be invited to a meeting to discuss general criteria for tenure and the operation of the tenure system. The Secretary-General shall report in writing to Senate and the Board of Governors on the deliberations of the</p>	<p>There is no reason to have the Sec Gen report to Senate about these meetings. They are administrative, not governance.</p>

<p>operation of the Tenure system. The Secretary-General shall report in writing to Senate and the Board of Governors on the deliberations of the meeting. These meetings shall be chaired by the Principal or her or his delegate.</p>	<p>meeting. These meetings shall be chaired by the Secretary General or delegate.</p>	
<p>Transition Provision</p>		
<p>5.61 Notwithstanding the provisions of Sections 5.32.7, 5.33 and 5.37 of these regulations a Candidate for Tenure who held the rank of assistant, associate, or Professor on the day preceding the adoption by the Board of Governors of these regulations approved by Senate on May 4, 2005, shall have the option of requesting that the list of external evaluators, the written justifications for their choice, and external evaluators reports be withheld from the Tenure dossier to be considered by the Departmental Tenure Committee. By the exercise of this option, a Candidate waives her or his right under Section 5.32.14 to receive a copy of the external evaluations in the event the Departmental Tenure Committee is tending to a negative recommendation but it does not prejudice any other rights a Candidate may have under these regulations. This option shall be exercised in writing and is available to a Candidate only on her or his first consideration for Tenure and once exercised cannot be revoked.</p>		<p>To be deleted, as all who could make such an election have already passed through the tenure process.</p>
	<p><u>SECTION 8. PROMOTION TO PROFESSOR</u></p>	<p>Provision for promotion is all over the place in the current regs, and not in any logical sequence. This section attempts to remedy that.</p>
	<p>Timing of Consideration</p>	
<p>4.3.2 The procedures followed by a faculty in recommending the establishment of a statutory selection committee shall include consideration of the recommendations of the Candidate's department, school or institute with respect to his or her promotion.</p>	<p>8.1 With a staff member's consent, a Departmental Chair may, at any time, recommend the Staff member to the departmental promotion committee for consideration for promotion to the rank of Professor.</p>	
<p>4.3.4 In those cases where the Candidate initiates the request for promotion to Professor, the Candidate shall request his or her department to make a judgment as to whether it will</p>	<p>8.1.1 A staff member who has held the rank of Associate Professor for a minimum of five (5) years may, at any time, request the departmental promotion committee for</p>	

ask the Dean to recommend, in accordance with the established procedures for that faculty, that a statutory selection committee be established.	consideration for promotion to the rank of Professor.	
4.4 Notwithstanding the provisions of Sections 4.3.1 to 4.3.10: 4.4.1 Any full-time Associate Professor who has served at least 10 years at that rank shall have the right to request the Principal directly to establish a statutory selection committee to consider his or her promotion to Professor. This written request shall include the Candidate's curriculum vitae, a list of publications, and a statement of reasons by the Candidate in support of the request.	8.1.2 A staff member who has held the rank of Associate Professor for a minimum of ten (10) years and who reasonably believes that the departmental promotion committee may not be the appropriate body to consider his or her case for promotion may apply once to the Principal for consideration by a Statutory Selection Committee.	This is to make it clearer that the preferred route is always via the Dept. and that making a request to the Principal should only be resorted to as a form of appeal when a department for whatever reason does not look at a particular case. In other words, the normal route for those who have served for more than 10 years is still via the Department, something that is not clear in the Regs as currently worded.
	Due Diligence	
	8.2 It is the responsibility of candidates to prepare and pursue their case for promotion.	
	Promotion Criteria	
	8.3 A recommendation for promotion to Professor shall be based on the Staff member's performance of Academic Duties, as outlined in Section 4.1.	
	8.3.1 Candidates for promotion must demonstrate: (i) a record of excellence in the area of research and/or other original scholarly activities, and professional activities, as evidenced by international recognition by peers; (ii) a superior teaching record; (iii) a substantial record of other contributions to the university and scholarly communities.	The current regulations fail to specify the criteria for promotion to Full Prof.
	Promotion Dossier	
4.3.8 The dossier presented to the statutory selection committee, through the Secretary-General, shall consist of a curriculum vitae, a list of publications, a teaching dossier prepared in accordance with the Teaching Portfolio Guidelines (Appendix A), at least three confidential letters of reference from recognized authorities in the Candidate's field external to the University, and the written recommendation of the chair of the department, or director of the school, or chair of the faculty committee provided for in Section 4.3.3 of these regulations, with a copy to the	8.4 The promotion dossier shall consist of: (i) the candidate's personal statement, covering contributions to research, teaching and other contributions to the University and scholarly communities; (ii) a curriculum vitae, including list of publications; (iii) at least three confidential letters of reference from recognized authorities in the candidate's field who are external to the University; (iv) the written recommendation of the chair of the	It is important to cut down on the amount of material expected for promotion. Some dossiers that come forward are more than 200 pages long and include unnecessary material.

<p>Candidate. If the provisions of Section 4.3.5 are invoked, the recommendation shall come from the chair of an appropriate committee of the faculty.</p>	<p>departmental promotion committee. (v) the written recommendation of the Dean, or the chair of the faculty promotion committee, where applicable.</p>	
<p>4.4.5 For Candidates considered under the provisions of Sections 4.4.1 and following, the dossier presented to the statutory selection committee, through the Secretary-General, shall consist of a curriculum vitae, a list of publications, a teaching dossier prepared in accordance with Teaching Portfolio Guidelines (Appendix A), at least three confidential letters of reference from recognized authorities in the candidate’s field external to the University, and the written recommendation of the departmental chair (unless the committee has proceeded without a departmental recommendation under the provisions of Section 4.4.3).</p>	<p>8.4.1 The dossier submitted by the candidate shall be as described in Section 8.4 (i) to (ii).</p>	
<p>4.3.9 After receiving a copy of the recommendation of the chair of the department or faculty committee provided, the Candidate may submit to the Secretary-General within 30 days a written statement, with a copy to the chair, supporting his or her claim to promotion.</p> <p>4.4.6 After receiving a copy of the departmental recommendation provided for in Section 4.4.3, the Candidate may submit within 30 days a written statement to the chair of the selection committee supporting his or her claim to promotion.</p>	<p>8.4.2 A candidate may supplement the dossier at any stage of the review process prior to the completion of the relevant stage.</p>	
	<p>External Evaluators</p>	
<p>4.3.10 The letters of reference referred to in Section 4.3.8 shall be solicited by the dean of the faculty from a list of six names agreed upon by the Candidate, the departmental chair and the dean. In the case of small faculties, as defined in Article 3.4.2 of the University Statutes, or in faculties where there are no departments, the Provost shall solicit the letters of reference from a list agreed upon by the Candidate and the dean.</p> <p>If the departmental chair or faculty committee has requested letters of reference from any of the external</p>	<p>8.5 The candidate and the Departmental Chair shall establish a list of six names of internationally recognized authorities, external to the University, who are qualified to evaluate the candidate’s research and other original scholarly activities, professional activities, and other contributions to scholarly communities.</p> <p>8.5.1 This list shall be submitted to the Dean, who shall solicit letters of reference from at least three (3) external</p>	

evaluators during the immediately preceding two years, this fact must be noted on the list.	evaluators.	
4.3.12 If the Candidate and the departmental chair (or the dean in case of the small faculties) cannot agree on the choice of external referees, the dean shall make up the list, after consultation with the Candidate and the departmental chair and (in the case of small faculties, the dean) with a copy to each of those consulted.	8.5.2 If the candidate and the Departmental Chair cannot agree on the choice of external evaluators , the Dean shall make up the list from names submitted by the candidate and Chair. The Dean shall provide the Chair and the candidate with a copy of this list.	
4.3.11 All letters of reference solicited by the dean or the Provost shall be forwarded to the Secretary-General for inclusion in the Candidate's dossier.	8.5.3. All letters of reference solicited by the Dean shall be forwarded to the Secretary-General for inclusion in the Candidate's dossier.	
	Process	
4.3 The Principal shall consult with a statutory selection committee in accordance with Article 3.4.3 of the <i>University Statutes</i> prior to recommending appointments to the rank of Professor to the Board of Governors. In the case of new appointments where the Candidate has attained the rank of Professor at a recognized institution of higher learning, the Principal may recommend appointment at that rank having consulted with the dean of the faculty. 4.3.1 The recommendation to the Principal that a statutory selection committee be established to consider the promotion of an Associate Professor to the rank of Professor shall come from the dean of the faculty concerned in accordance with the established procedures of that faculty. 4.3.2 The procedures followed by a faculty in recommending the establishment of a statutory selection committee shall include consideration of the recommendations of the Candidate's department, school or institute with respect to his or her promotion.	8.6 The case of a candidate for promotion to the rank of Professor shall be considered by: (i) a departmental promotion committee; (ii) the Dean, who may consult a faculty committee chosen from the Professors within the faculty, following an established procedure; and (iii) a Statutory Selection Committee, established in accordance with Article 3.4.3 of the <i>University Statutes</i>, which is advisory to the Principal.	
	Departmental Promotion Committee	
	8.7 The members of the departmental promotion committee shall be chosen following an established procedure appropriate to the department.	
	8.7.1 The promotion committee shall normally be chaired by	

	the Departmental Chair.	
4.3.3 In those faculties where there are no departments, the faculty committee charged with the matter shall be deemed to be the department.	8.7.2 In faculties without departments there shall be an analogous promotion committee whose members shall be chosen from the members of the faculty following an established procedure.	
	8.7.2.1 The chair of the promotion committee in a faculty without departments shall be chosen by the Dean.	
	8.7.3 Where a candidate holds an appointment in two or more departments: (i) the promotion committee shall have equal representation from the relevant departments; and (ii) the chair shall be determined by the Departmental Chairs.	
	<i>Review by the Departmental Promotion Committee</i>	
	8.8 Where the Departmental Chair wishes to propose a candidate for consideration for promotion to Professor in accordance with Section 8.1 he or she shall: (i) so notify the promotion committee; and (ii) request the candidate to submit his or her dossier, in electronic form.	
	8.8.1 Where a candidate who meets the requirements of Section 8.1.1 wishes to be considered for promotion to Professor she or he shall: (i) so notify the Departmental Chair and the promotion committee; and (ii) submit his or her dossier to the promotion committee, in electronic form.	
	8.9 The promotion committee shall prepare a written report containing: (i) the committee's recommendation to the Dean, with supporting reasons; (ii) a statement of the membership of the committee including any changes in membership that may have occurred during the consideration of the candidate's case.	
4.3.5 An answer in writing to the Candidate's request to the department, giving its reasons for the departmental decisions, must be notified to the Candidate within a period of six months, failing which the Candidate may appeal	8.10 Where the promotion committee's recommendation is in favour of promotion, the committee's report shall be submitted to the Dean no later than twelve (12) weeks after the receipt of the candidate's dossier, with a copy to	

directly to the dean to consider the request, in accordance with the established procedures of that faculty.	the candidate.	
	8.10.1 Where the promotion committee declines to recommend the staff member for promotion, the staff member shall be so advised in writing, together with reasons, no later than twelve (12) weeks after the receipt of the candidate's dossier.	
	<i>Review by the Dean</i>	
	8.11 On receipt of the promotion committee's report, the Dean may consult a faculty advisory committee prior to determining whether to recommend the establishment of a Statutory Selection Committee.	
4.3.7 The recommendation from the dean to the Principal to establish a statutory selection committee shall include a brief report of the membership of, and the procedures followed by, relevant departmental and faculty committees that considered this promotion, including any changes in the membership of the committees that may have occurred in the interim. A copy of the recommendation shall be sent to the Candidate.	8.12 Where the Dean's recommendation is that a Statutory Selection Committee should be established, the Dean shall so recommend in writing to the Principal, including copies of the departmental and faculty promotion committee reports, with copies to the candidate and the Secretary-General.	
	8.12.1 The Dean's recommendation shall be communicated no later than twelve (12) weeks from the receipt of the promotion committee report.	
4.3.6 Should the dean, with or without the advice of faculty committees, decline to recommend the establishment of a statutory selection committee recommended or requested under the provisions of Sections 4.3.2, 4.3.4, or 4.3.5, the dean shall so notify the Candidate in writing within six months after receiving the said recommendation or request, giving the reasons for his or her decision.	8.13 Where the Dean declines to recommend the establishment of a Statutory Selection Committee, the candidate shall be so advised in writing, together with reasons, no later than twelve (12) weeks from the receipt of the promotion committee report.	
	<i>Review by Statutory Selection Committee</i>	
	8.14 Within two (2) weeks of receipt of the Dean's recommendation, the Secretary-General shall notify the Dean and the candidate in writing that a Statutory Selection Committee will be established.	
	8.15 The candidate shall promptly deposit with the Secretary-General: (i) the dossier, in electronic form; (ii) any further written statement the candidate may wish to make in further support of the case for promotion.	

	8.16 Within four (4) weeks of receipt of the complete dossier, the Secretary General shall convene a Statutory Selection Committee.	
	8.17 The Statutory Selection Committee shall meet to consider the candidate's case for promotion and shall communicate its recommendation to the candidate, the Departmental Chair and Dean.	
4.5 In the case of a negative recommendation by a statutory selection committee, the chair of the committee shall so inform the Candidate, in writing, providing the committee's reasons.	8.17.1 If the recommendation of the Statutory Selection Committee is negative, it shall provide written reasons to the candidate, the Departmental Chair and Dean.	
	<i>Process initiated by the candidate after 10 years</i>	
4.4.1 Any full-time Associate Professor who has served at least 10 years at that rank shall have the right to request the Principal directly to establish a statutory selection committee to consider his or her promotion to Professor. This written request shall include the Candidate's curriculum vitae, a list of publications, and a statement of reasons by the Candidate in support of the request.	8.18 A candidate who meets the requirements of Section 8.1.2 shall have the right to request the Principal directly to establish a Statutory Selection Committee to consider his or her case for promotion to Professor.	
	8.18.1 The candidate's request shall be in writing, copied to the Secretary-General, accompanied by: (i) the dossier, in electronic form; and (ii) a statement of reasons in support of the request.	
4.4.2 The Principal may not refuse this request unless the Candidate is ineligible for consideration under the provisions of Section 4.4.1. The Principal shall notify the Candidate in writing whether the request is accepted or denied within 30 days. If the request is denied, the Principal shall provide the Candidate with reasons.	8.18.2 Within four (4) weeks of receipt of the candidate's request, the Principal shall notify the candidate in writing as to whether the candidate is eligible under Section 8.1.2.	
4.4.7 The letters of reference for a Candidate considered under the provisions of Sections 4.4.1 and following shall be solicited by the Provost from a list of six names established after consultation with the Candidate, the chair of the	8.18.3 If the candidate meets the requirements of Section 8.1.2, the Provost shall establish a list of at least six (6) internationally recognized authorities external to the University.	

<p>department, and the dean. If the parties cannot agree on the choice of external referees proposed by the Provost after consultation, the Provost shall make up the list using at least one of the names proposed by the Candidate, the chair of the department, and the dean, with a copy to each of the foregoing.</p>	<p>8.18.3.1 The Provost shall make up the list from names submitted by the Departmental Chair, the candidate and the Dean, and shall submit a copy of this list to each of the foregoing.</p>	
	<p>8.18.4 The Provost shall promptly solicit a minimum of three (3) letters of reference.</p>	
<p>4.4.3 Following the Principal's decision to accept the request, the Principal shall, without undue delay, ask the departmental chair (or the chair of the faculty committee described in Section 4.3.3) for his or her recommendation with respect to the Candidate's promotion, including a brief report on the membership of, any changes in the membership of and the procedures followed by, relevant departmental committees that considered this promotion, with a copy to the Candidate. If no recommendation is forthcoming within four months from the department, the statutory selection committee shall proceed without it. The dean shall provide a brief report to the statutory selection committee of the relevant procedures followed by the faculty, with a copy to the Candidate.</p>	<p>8.18.5 The Principal shall promptly: (i) forward the candidate's request and supporting documentation to the departmental promotion committee, requesting the committee's written recommendation with respect to the candidate's promotion; and (ii) request the Secretary-General to establish a Statutory Selection Committee, which request shall be copied to the candidate and the Dean.</p>	
	<p>8.18.6 Within twelve (12) weeks of receipt of the Principal's request, the promotion committee may submit a written report to the Principal containing: (i) the committee's recommendation, with reasons; (ii) a statement of the membership of the committee, including any changes in membership that may have occurred during the consideration of the candidate's case. The promotion committee report shall be copied to the candidate, the Dean and the Secretary-General.</p>	
	<p>8.18.6.1 In the event that no report is received from the promotion committee within the delay provided for, the Principal shall in writing promptly request the recommendation of the Dean.</p>	
	<p>8.18.7 Within twelve (12) weeks of receipt of the promotion committee's recommendation under Section 8.18.6, or the Principal's request under Section 8.18.6.1, the Dean</p>	

	shall submit to the Secretary-General a written recommendation, including reasons, with a copy to the candidate.	
4.4.4 The statutory selection committee shall meet within six months of the Principal's decision to establish the committee.	8.18.8 The Statutory Selection Committee shall meet within eight (8) weeks of the Dean's recommendation and shall communicate its recommendation to the candidate.	
4.5 In the case of a negative recommendation by a statutory selection committee, the chair of the committee shall so inform the Candidate, in writing, providing the committee's reasons.	8.18.8.1 If the recommendation of the Statutory Selection Committee is negative it shall provide written reasons to the candidate.	
	Promotion and Tenure	
5.2.2 Where a statutory selection committee appointed in accordance with Article 3.4.3 of the University Statutes recommends that a member of the full-time Tenure-track staff be promoted to Professor, it shall also recommend a grant of Tenure.	8.19 Where a Statutory Selection Committee recommends that a candidate on a tenure-track appointment be promoted to Professor, it shall also recommend a grant of tenure.	
	Delays	
	8.20 The months of July and August shall not be taken into account in calculating the delays specified in Section 8.	
Section 7 - Visiting, Adjunct, Special Category and Emeritus Staff		<ol style="list-style-type: none"> 1. Sections 7.1, 7.2 and 7.5 through 7.7 have been repealed and replaced by the <i>Regulations Relating to the Employment of Contract Academic Staff</i> 2. Sections 7.3 and 7.4 dealing with Assistant Professors (Special Category) have been relocated above. 3. Sections 7.8 through 7.10 will be merged with the Regulations Concerning the Retirement of Academic Staff and Librarian Staff
Section 8 - Appeals on Tenure and Reappointment		These sections will be revised, removed and placed in separate regulations, applicable to TT, CAS and librarians, subject to Senate approval.
Section 9 - Discipline: Reprimand, Suspension, and Dismissal of Staff Member for Cause		

Section 10 – Composition and Operation of the Committee on Staff Grievances and Disciplinary Procedures		
Section 11 - Staff Grievances		
Section 12 - Disciplinary Hearings		
Section 13 - Arbitration		

GUIDELINES FOR DEVELOPING A TEACHING PORTFOLIO

Along with documentation pertaining to research and service, dossiers for reappointment, tenure, and promotion to full professor must include a teaching portfolio.¹ The intention of these guidelines is to assist professors in determining what kind of information and materials should be included.

The Teaching Portfolio is intended to be a concise compilation of selected information that systematically documents the effectiveness, scope, complexity, and individuality of an instructor's teaching, reflecting the progression of teaching over the last few years.

The Teaching Portfolio consists of a teaching statement and supporting appendices. Three main categories should be summarized: 1) teaching approach or 'philosophy'; 2) teaching responsibilities; 3) evidence of teaching effectiveness. A fourth category may be included as appropriate, dealing with teaching development and educational leadership activities.

The summary statement can refer the reader to the curriculum vitae and/or the appendices to the Teaching Portfolio for more detailed information.

1) Teaching approach (1-2 pages)

This section presents the professor's approach to teaching and research supervision. Included here might be topics such as:

- rationale for particular teaching methods;
- learning goals for students;
- how student learning is evaluated and why;
- how research and the 'process of inquiry' is integrated into teaching;
- directions and plans for future development of teaching, in the light of teaching experiences.

2) Teaching responsibilities

This section summarizes different teaching activities that the professor has been involved in, with a brief description of the professor's primary role and contributions.

Information should include:

- list of courses taught, course level, enrolment, format. (This information can take the form of a table.)
- brief description of any new courses developed, if applicable, with rationale.
- supervision of graduate students and postdoctoral scholars.
- undergraduate supervision.
- student advising (unless this is included in the 'Service' component of the dossier).

For student supervisees, include names, level (BA, BSc, MA, MSc, PhD, etc.), time period of supervision, type of supervision (theses, projects, internships, etc.), titles of theses, your role (supervisor, co-supervisor, committee member, etc.). This information can take the form of a table.

¹ The type and amount of material expected will vary depending on whether the dossier is being prepared for reappointment, tenure or promotion.

3) Evidence of teaching effectiveness

This section presents a summary of evidence to help the reader evaluate the effectiveness of teaching. Information should include:

- numerical ratings on course evaluations for all courses taught, compared with department or faculty norms. The suggested format is a table, showing the ratings for each question on each course taught and the average ratings for the department or faculty.² Summarize and interpret these results, showing how they shed light on your teaching effectiveness.
- evidence of effective postdoctoral, graduate and undergraduate supervision, where applicable.

Other information could include:

- **one intact** set of students' written comments on course evaluations;
- formal recognition of teaching accomplishment (e.g. teaching awards);
- comments from peer observers;
- unsolicited letters from alumni and students;
- invitations to teach due to reputation;
- example of a course outline from **one** course, but **only** if this sheds light on teaching effectiveness.

The following items can be included in Section 3 or Section 4:

- measures taken in response to feedback on teaching;
- evidence of progress in teaching the same course over time;
- description of teaching development and improvement efforts.

4) Teaching development and educational leadership (if applicable):

This section presents a summary of activities undertaken to develop and enhance teaching, particularly in the broader context.

Information can include:

- development and sharing of teaching innovations, materials or strategies;
- advising and mentoring colleagues about teaching-related issues;
- TA mentoring (unless this is included in the 'Service' component of the dossier);
- contribution through teaching support units, teaching committees, associations;
- organizing or facilitating seminars, workshops or conferences on teaching and learning;
- contributions to the development of policies on teaching and learning;
- teaching related publications – both discipline-specific and general.

B. Appendices (maximum 10 pages)

In order not to overwhelm the reader, only documents which support the discussion presented in the dossier should be appended. All appendices should be labeled clearly and explicitly referenced in the main dossier.

² For help in interpreting results of course evaluations, refer to the Teaching and Learning Services website at <http://www.mcgill.ca/tls/teaching/course-evaluations/interpretation>.