

Promotion to Full Professor: Regulations and Procedures

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Context

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



Timing

There is no specified timing for promotion consideration:

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



Academic Duties

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

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



Context

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

- McGill University's Strategic Academic Plan 2017-2022
(<https://www.mcgill.ca/provost/article/mcgill-university-strategic-academic-plan-2017-2022>)



Criteria

Candidates for promotion must demonstrate:

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



Criteria

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

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

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



Due Diligence

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



Promotion Dossier

The Candidate will submit:

- Personal statement (outlining your performance of academic duties: research, teaching and contributions to the University and scholarly communities);
- *Curriculum vitae*, including list of publications; and
- Other materials the Candidate may wish to submit (e.g., selected publications).

Candidates are advised to consult the *Guidelines for Developing a Teaching Portfolio*, and *Guidelines for Developing a Research Portfolio*, Appendices A and B respectively of the [Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff](#), to determine what to include in the statements regarding teaching and research.



Promotion Dossier

Items added by others:

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



External Evaluators

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

- Can provide an evaluation of the candidate's research and scholarship;
- Are of recognized standing and qualified to provide an evaluation (i.e., full professor or equivalent; need international representation); and
- Are not in a conflict of interest with candidate (e.g., personal relationships, recent colleagues or collaborators, etc.). Note McGill's Regulation on COI:
https://mcgill.ca/secretariat/files/secretariat/conflict-of-interest-regulation-on_0.pdf.

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



Deliberations

Three levels of review:

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

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



Deliberations

The SSC is chaired by the Provost. Other members:

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



Deliberations

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



Deliberations

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



Deliberations

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



Deliberations

- If the SSC recommendation is positive:
 - ▶ The SSC gives the Dean/Chair permission to communicate the decision to the candidate (with official letter pending BoG approval to follow);
 - ▶ SSC makes its recommendation to the Principal and the Board of Governors;
 - ▶ Promotion takes effect from the first day of the month after Board approval.
- If the recommendation is negative, the SSC shall provide written reasons.



Equity in the Promotion Process

- **Unconscious bias:**

- What is it?
- How can it play out in the evaluation process?
- How can it be reduced?

See Royal Society: Understanding Unconscious Bias: <https://royalsociety.org/topics-policy/publications/2015/unconscious-bias/>.

- **Assessing all elements of the dossier equitably:**

- The role and place of leaves and career decelerations
- What “counts” as valid research:
https://www.mcgill.ca/secretariat/files/secretariat/examples_of_research_-_final.pdf
- Recognizing and valuing ‘informal’ work undertaken by candidates
- Reading the narrative carefully: facts matter more than the capacity to self-sell
- Are teaching evaluations adversely affected by bias?



Assessment of Performance: COVID-19 Considerations

COVID-19 has affected members of the academic staff in different ways. The University's "Micro" Task Force to Address COVID-19's Impact on Assessments of Academic Performance has produced a Report with accompanying Guidelines for candidates and committee members, which will soon be published.

Candidates will be invited to include a one-page submission with their promotion files explaining how COVID-19 might have affected work and productivity as of March 2020.



10-Year Rule

- Tenured faculty at the rank of Associate Professor for 10+ years who believe that the DPC may not be the appropriate body to consider their promotion dossier may apply for direct consideration by the SSC.
- DPC and Dean are asked to provide input.
- Process:
 - ▶ Candidate makes request to Principal and deposits dossier with a statement of reasons with the Secretariat;
 - ▶ Provost and candidate establish list of 8 externals with Provost soliciting the letters;
 - ▶ DPC is asked to provide a recommendation (it may decline to do so);
 - ▶ Dean is asked for a recommendation;
 - ▶ SSC meets.



Conclusion

- **Faculty:** Talk to your Chairs about the possibility of promotion!
- **Chairs:** encourage and mentor your faculty toward promotion.
- **Departments and Faculties:** ensure that your internal requirements and procedures are consistent with University regulations.
- **Support:**
On the Regulations:
angela.campbell@mcgill.ca
On processes related to submission:
bonnie.borenstein@mcgill.ca
- **Additional Resource**
- <https://mcgill.ca/secretariat/tenure-promotion/information-promotion>