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PREAMBLE

The mission statement of the University of Manitoba embodies the purpose of each and every Faculty and its members, that being as follows: “to create, preserve, and communicate knowledge and, thereby, contribute to the cultural, social and economic well-being of the people of Manitoba, Canada and the World.” Members of the Faculty of Dentistry are dedicated specifically to excellence in teaching within the undergraduate dental and dental hygiene program and the graduate programs offered by the Faculty; to advance oral health and health sciences through research and scholarly work; and to serve as an expert source to the oral health professional community and the community, in general. To acknowledge and respect faculty member’s contributions to this end, the University of Manitoba and its Faculties honor those persons who have demonstrated their commitment to the University and Faculty mission through activities promoting excellence in teaching, research, and service. This honor is referred to as tenure and promotion. Tenure being the right granted to a faculty member giving the individual an academic appointment until retirement or until otherwise terminated. Promotion being an elevation in academic rank based upon the individual’s contribution to their discipline, department, faculty/school, and the University. Both tenure and promotion recognize the faculty member’s achievements related to the Faculty, University of Manitoba, and community. Promotion and tenure are awarded based on positive accomplishments, a recommendation not to promote or grant tenure does not necessarily imply the presence of negative factors. To have tenured faculty who are promoted through the academic ranks is an expectation of the University, the students, the community, and society.

The Faculty of Dentistry Tenure and Promotion Guidelines serve faculty who are in pursuit of tenure and/or promotion and as well, members of Tenure and Promotion Committees struck to validate a faculty’s application for tenure and/or promotion.
1. PRE-TENURE MENTORSHIP

1.1 Preamble
The purpose of Pre-Tenure Mentorship is to allow assessment of untenured faculty members in a collegial fashion in order to determine his/her progress towards meeting the Faculty’s approved standards for award of Tenure prior to his/her actual consideration for Tenure. This is a voluntary process encouraged for all untenured faculty members. It is assumed that the report of the mentor will be undertaken in sufficient time for the candidate to rectify any deficiencies; generally, this should be at least one year prior to the candidate’s consideration for tenure. In view of the formative nature of the process, neither the conclusions nor the recommendations of the mentor can be used as evidence when the candidate is actually considered for tenure.

1.2 Mentor
A senior faculty member will be chosen by the candidate to evaluate overall progress toward tenure and provide advertisement.

1.3 Standards of Performance
The categories to be considered for assessment of the candidate shall be the same as for the award of tenure.

1.4 Mentor Guidance
The mentor provides informal feedback and suggestions for improvement. The candidate has the option of including this feedback in their application.
2. INTRODUCTION

This document is a supplement to the general policies of the University contained in the Collective Agreements between the University of Manitoba and the University of Manitoba Faculty Association (UMFA) (Articles 19 and 20), The University of Manitoba Dental Clinical Staff Association (UMDCSA) (Article 11) and the current By-Laws of the Board of Governors (By-Law 23).

Any consideration for tenure of faculty members appointed to a full-time position with effect from January 1, 2004 or later, who did not previously hold a full-time appointment or appointments contiguous to this, shall be in accordance with this document.

NOTE: For the purpose of this document, the faculty member who is applying for tenure or promotion will be referred to as the “candidate”.

3. COMMITTEE

3.1 Composition

3.1.1 Faculty - based nucleus committee appointed annually by the Dean consisting of three (3) tenured faculty members (voting).
3.1.2 Four (4) tenured faculty members chosen by the candidate’s department, but not necessarily from the candidate’s department/school/faculty to ensure that the majority of the committee has the special expertise of those within a discipline to judge the achievements of the candidate (voting).
3.1.3 Head or Director (1) of the candidate’s department/school (non-voting).
3.1.4 One (1) untenured faculty member appointed by the Dean (non-voting). To provide the opportunity to represent the “untenured” perspective and to provide exposure to the process for a junior faculty member.

3.2 Quorum

3.2.1 A majority of all Voting Members

3.3 Chair

3.3.1 Dean or Designate (non-voting)
4. PROCEDURES

4.1 Effective Dates and Deadlines for TENURE

4.1.1 Application forms for Tenure are available online from www.umanitoba.ca/admin/vpacademic/forms

4.1.2 Completed applications and supporting documentation for Tenure must be submitted by the Candidate, Candidate’s Department Head or Director to the Dean by July 15.

4.1.3 The Dean will advise the Faculty of the candidates applying for tenure by August 15.

4.1.4 Comments will be invited from faculty and students regarding candidates applying for tenure and must be received by the Chair before September 15. Comments from external referees, if applicable, will be submitted by September 15.

4.1.5 In the case of an individual applying for early tenure consideration (i.e., 19.C.4.4.1), deadline for withdrawal of Tenure applications is September 21.

4.1.6 Recommendations of the Head or Director of the candidate’s Department/School must be submitted to the Dean by September 30. The Head or Director’s recommendation will not be provided as resource material to the Tenure Committee. Nevertheless, the Department Head or Director, in his/her capacity as a member of the Tenure Committee, will provide the Tenure Committee with information relative to the assessment of the candidate’s performance. Recommendations of the Tenure Committee must be submitted to the Dean by September 30.

4.1.7 The recommendation of the Dean, together with the recommendation of the Tenure Committee and that of the Department Head or Director, must be submitted by the Dean to the Vice-President (Academic) and Provost by mid October.
4.2 Effective Dates and Deadlines for PROMOTION

4.2.1 Application forms for promotion are available [www.umanitoba.ca/admin/vpacademic/forms](http://www.umanitoba.ca/admin/vpacademic/forms).

4.2.2 Completed applications and supporting documentation for promotion must be submitted to the Dean by **July 15**.

4.2.3 The Dean will advise the Faculty of the candidates applying for promotion by **August 15**.

4.2.4 Comments will be invited from faculty and students regarding candidates applying for promotion and must be received by the Chair before **September 15**. Comments from external referees, if applicable, will be invited to be received by the Chair before **September 30**.

4.2.5 Recommendations of the Head or Director of the candidate’s Department/School must be submitted to the Dean by **October 15**. The Department Head or Director’s recommendation will not be provided as resource material to the Promotion Committee. Nevertheless, the Department Head or Director, in his/her capacity as a member of the Promotion Committee, will provide the Promotion Committee with information relative to the assessment of the candidate’s performance. Recommendations of the Promotion Committee must be submitted to the Dean by **November 30**.

4.2.6 For applications for promotion of members of the UMFA Bargaining Unit, the Dean must transmit the recommendation of the Promotion Committee and that of the Department Head or Director to the Vice-President (Academic) & Provost by **January 31**.

4.2.7 For applications for promotion of members of the UMDCSA bargaining unit, the recommendation of the Dean, together with the recommendation of the Promotion Committee and that of the Department Head or Director, must be submitted by the Dean to the Vice-President (Academic) and Provost by **January 31**.

4.2.8 Applications for Promotion may be withdrawn by the candidate at any time prior to the President making a recommendation to the Board of Governors.
4.3 Evaluation for Tenure and Promotion

4.3.1 The evaluation of a candidate should be based on the original assigned duties established at the time of employment, as outlined in the initial job description which will accompany the candidate’s letter of offer, and subsequent modifications made and agreed upon by the candidate, the candidate’s Department Head or Director and the Dean. Modifications to the candidate’s job description may be made as a result of annual performance reviews involving the candidate, the Department Head or Director and the Dean or Designate. The forgoing will in no way prevent reasonable changes in assignment being made by the Department Head or Director and/or Dean. Changes in assigned duties must be indicated in writing.

4.3.2 Evaluation will be made subsequent to receipt of documentation submitted by the candidate and input from faculty member, students, external referees and other persons as deemed appropriate by the Tenure/Promotion Committee.

4.3.2.1 Three outside letters of evaluation are required.
4.3.2.2 Candidate will provide a list of potential evaluators who have not been co-authors or close colleagues.
4.3.2.3 Committee will choose from this list, but may go outside this list to prominent people in the same research/scholarly area.
4.3.2.4 If evaluators outside original list are chosen, candidate has right to review and strike for cause.

4.3.3 Tenure/Promotion will be recommended if the candidate has met or exceeded expectations in her/her assigned duties or as may be modified as per 4.3.1 above. Assessment of the candidate’s performance of his/her duties will be according to general guidelines of this document. More specifically, assessment of the candidate’s performance will be evaluated according to sections 4.3.3.1, 4.3.3.2, and 4.3.3.3 and at a level of performance expected of his/her rank:

4.3.3.1 For Tenure at the rank of Assistant Professor
4.3.3.1.1 Successful teaching performance.
4.3.3.1.2 Demonstrated competence in research and/or scholarly activity.
4.3.3.1.3 Demonstrated competence in service.

4.3.3.2 For Tenure at the rank of Associate Professor or for Promotion to Associate Professor:
4.3.3.2.1 Successful teaching performance sustained over a reasonable period of time.
4.3.3.2.2 Demonstrated competence in research and/or scholarly activity sustained over the time period from the previous promotion or consideration for tenure.
4.3.3.2.3 Demonstrated competence in service, some at the leadership level.
4.3.3.3 For Tenure at the rank of *Professor* or for Promotion to *Professor*:

4.3.3.3.1 Distinguished teaching performance sustained over a reasonable period of time, OR

4.3.3.3.2 Distinguished/internationally recognized research and/or scholarly activity sustained over the time period from the previous promotion or consideration for tenure.

4.3.3.3.3 Demonstrated competence in service at the leadership level.

4.3.4 The *Associate Professor* level is considered to be a career rank and therefore the expected level of performance for promotion to *Professor* will be higher than for promotion to *Associate Professor*. 

5. CRITERIA

5.1 Teaching Activities

Teaching encompasses those activities that provide educational benefit to students such as:

- Classroom teaching
- Clinical instruction
- Laboratory instruction
- Seminar/tutorial activity
- Student mentoring and advising

A description of assigned duties agreed upon by the candidate, the candidate’s Department Head or Director, and the Dean, as a result of the job description and modified by the annual performance review is the basis for evaluation for promotion and tenure. Assessment of the candidate’s performance will be evaluated at the level of performance expected of his/her rank. Evaluation of a candidate will involve both qualitative and quantitative assessment.

5.1.1 Teaching Evaluation

Evidence of teaching effectiveness is demonstrated by the degree to which the candidate takes a scholarly approach to teaching, for example by:

- Stimulating and developing students’ intellectual abilities
- Communicating academic material effectively
- Being accessible to students
- Maintaining subject and/or specialty mastery
- Systematically evaluating and modifying his/her teaching activities and materials

Evidence of teaching evaluation at each teaching level (undergraduate, graduate and postgraduate) should be documented. Evidence of the quality of teaching should be available in the form of course evaluations, student evaluations of teaching, Section Head or Department Head evaluations, peer evaluations and letters of recognition for teaching excellence.
5.1.1.1 Performance Criteria, Evaluation Methods and Examples for Promotion and Tenure

**TEACHING**

**5.1.1.1 ASSISTANT PROFESSOR**

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Teaching Activity</strong></td>
<td><strong>Teaching Dossier</strong></td>
<td>Has demonstrated the potential to be a good teacher through:</td>
</tr>
<tr>
<td>• Has contributed to education in the Faculty through a variety of activities.</td>
<td>• A chronological summary of all teaching activities.</td>
<td>• Positive student /course evaluations.</td>
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<td></td>
<td>• Attendance at faculty development activities directed to improving teaching.</td>
<td>• Demonstrating competency in own field.</td>
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<td></td>
<td></td>
<td>• Leadership in seminars or tutorials.</td>
</tr>
<tr>
<td><strong>Teaching Quality</strong></td>
<td>• Student and Course evaluations.</td>
<td>Has demonstrated the potential to be a good teacher through:</td>
</tr>
<tr>
<td></td>
<td>• Clinical Evaluation and/or SEEQ.</td>
<td>• Establishing and maintaining a positive learning environment.</td>
</tr>
<tr>
<td></td>
<td>• Annual Performance reviews at Section and Department level.</td>
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</table>
### TEACHING CON’T

#### 5.1.1.1.2 ASSOCIATE PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
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</thead>
<tbody>
<tr>
<td><strong>Teaching Activity</strong></td>
<td><strong>Teaching Dossier</strong></td>
<td>As per Assistant Professor, and in addition:</td>
</tr>
<tr>
<td>• Has sustained teaching activities in a wide variety of areas and has contributed to the development of educational materials and methods.</td>
<td>• A summary of teaching activities as well as examples of teaching materials.</td>
<td>• Involvement in graduate or postgraduate teaching or supervision. Includes presentation of continuing education courses.</td>
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<td></td>
<td>• Development of new teaching methods or materials that have enhanced the curriculum.</td>
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<td></td>
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<td>• Revision of existing courses, labs or seminars to maintain relevancy of courses.</td>
</tr>
<tr>
<td><strong>Teaching Quality</strong></td>
<td>• Student and Course evaluations.</td>
<td>• Has consistent good to excellent evaluations in respect to teaching skills.</td>
</tr>
<tr>
<td></td>
<td>• Clinical Evaluation and/or SEEQ.</td>
<td>• Has developed teaching skills through professional development. Examples: TIPS, working with education specialist to improve teaching, acquired advanced education degree.</td>
</tr>
<tr>
<td></td>
<td>• Annual Performance reviews at Section and Department level.</td>
<td>• Participation at faculty development teaching activities.</td>
</tr>
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<td>• Department, University level – (Peer mentor review).</td>
<td>• Nominations for teaching awards.</td>
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<td>• Faculty or University citations for teaching excellence.</td>
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5.1.1.3 PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching Activity</td>
<td></td>
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<tr>
<td>• Distinguished teaching performance, active in a wide variety of teaching areas over a reasonable, sustained period (e.g., 10 yrs).</td>
<td>Teaching Dossier</td>
<td>As per Associate Professor, and in addition:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Is recognized as a leader in education with responsibility for major course directorship and administration.</td>
</tr>
<tr>
<td>Teaching Quality</td>
<td>Student and Course evaluations.</td>
<td>Consistently rated as very good to excellent in respect to teaching skills and/or clinical supervision.</td>
</tr>
<tr>
<td></td>
<td>• Clinical Evaluation and/or SEEQ.</td>
<td>• National recognition as an educational leader.</td>
</tr>
<tr>
<td></td>
<td>• Annual Performance reviews at Section and Department level.</td>
<td>• Significant role as an educational administrator (served as Section or Department Head or Associate Dean, Dean, or Clinic Director).</td>
</tr>
<tr>
<td></td>
<td>• Department, University level – (Peer mentor review).</td>
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<td></td>
<td>• Faculty or University citations for teaching excellence.</td>
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<td>• Written external review.</td>
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</table>

### 5.2 Research and Scholarly Activities

#### 5.2.1 Application of Criteria

The weighting applied to research and scholarly activity in consideration of granting tenure or promotion will be governed by the terms of appointment of the applicant. It is essential that the duties expected from the applicant are precisely defined in writing at the time of appointment. The description of these duties and any subsequent modifications to them that result from agreements between the applicant and member/s of the administration must form part of the annual activities report and application. The Pre-tenure Committee will advise an applicant whether the amount of effort and outcomes of research and or scholarly...
activity are appropriate to his/her tenure application. In general, similar criteria apply for tenure and promotion. Applications for tenure may be judged depending on the period of time prior to application and the position held by the applicant and his/her assigned duties. In general, application for tenure will be made 4 – 5 years after appointment. The maximum untenured period is 6 years except where a period of leave results in an adjustment to the maximum untenured period. Application for tenure is required at the end of the fifth year.

5.2.2 Definitions

5.2.2.1 Time periods

In some criteria, reference is made to ‘sustained activity’. Sustained activity will mean acceptable performance for tenure and promotion during that period of time prior to application for tenure or promotion. The time of university service may include time served in a comparable university environment outside of the University of Manitoba.

5.2.2.2 Research

Research will include:

5.2.2.2.1 Laboratory based research into any topic, including clinical and basic sciences and animal studies requiring ethics approval.

5.2.2.2.2 Clinical research involving human subjects and requiring ethics approval.

5.2.2.3 Research in education or social sciences.

5.2.3 Applications for Research Funding

Where the submission of an application for funding is a criterion for consideration for tenure and/or promotion the following will apply.

In consideration for promotion to Associate Professor, the applicant must have made an application to a provincial or national agency. The Tenure Advisory Committee must review applications to commercial companies to ensure that they include sufficient detail and represent a significant document. In order to be included in an application for promotion or tenure proposals involving animal or human subjects must have appropriate ethics approval.

In consideration for promotion to Associate Professor, the applicant must have made an application to a national or international agency. In order to be included in an application for promotion or tenure, proposals involving animal or human subjects must have appropriate ethics approval.
5.2.4 Funding Support

In considering promotion to Associate Professor, obtaining funding is a significant but not essential criterion. The requirement for this criterion will depend on the description of duties outlined for the applicant (see above) during the entire time period previous to the application.

Where funding is seen as a requirement for promotion to Associate Professor, the funding may be from any source including funds generated within the department from clinical service.

The requirement for promotion to Professor will normally include obtaining funding from provincial, national or international granting agencies. Continued funding from commercial sources may also be accepted as evidence for promotion to Professor.

5.2.5 Student Supervision

Where research (clinical/basic sciences) forms a significant part of the duties (>40%) assigned in the description of duties (see above) it is expected that:

Applicants for promotion to Associate Professor will have graduate students either full time in his/her area of expertise or graduate students from clinical programmes. Supervision of undergraduate research (i.e., BSc (Dent) students) will also be accepted as evidence for promotion.

Applicants for promotion to Professor must have supervised full time graduate students working in his/her area of expertise. Graduate student/s from clinical programmes who undertake research as a component of a given course will also be considered in promotion to Professor. Co-supervision where the applicant is not a major contributor to the research effort will not be considered as supervision to support applications for promotion to Professor.
5.2.6 Publications

Publication is an important aspect of university life and can be included in the criteria for research and also for scholarly activity. Consequently publications serve as support for applications in both areas.

In consideration for tenure as an Assistant Professor, peer reviewed publications should be provided as evidence.

Applications for promotion and tenure at the Associate Professor level should include peer-reviewed articles in appropriate local, national and/or international journals. It is expected that the applicant will have at least one article a year in total over the period prior to application.

Promotion to Professor will require that publications in international journals be presented as evidence. The journals may include specialist clinical journals and journals that may have a limited distribution. Reports or evaluations for different government or other agencies may not be included as publications under research (scholarly activity). It is expected that applications for promotion to Professor will include publication of appropriate articles throughout the period of time prior to application.

5.2.7 Presentations at Scientific Meetings and Other Appropriate Venues

It is expected that all faculty will present material at meetings, to government, to professional organizations or different commercial enterprises. All such presentations may be included as evidence in an application.

Peer reviewed or invited presentations are suitable for application for tenure to Assistant Professor.

Promotion to Associate Professor will require evidence of presentation at scientific meetings and/or meeting of a profession. In addition, presentation of seminars either at the University of Manitoba or other universities would support a request for promotion. It would be expected that a Faculty member would have at least one presentation every two years prior to application.

Promotion to Professor would require presentations at meetings, delivery of seminars other than at the University of Manitoba and a minimum of three invitations to deliver papers at international meetings.
5.2.8 Scholarly Activity

Scholarly Activity will include:

5.2.8.1 Writing review articles, book chapters and descriptions of techniques in the applicant’s area of expertise.
5.2.8.2 Review of manuscripts and grant applications.
5.2.8.3 Participation on review committees.

Tenure at the Assistant Professor level requires presentation of evidence of scholarly activity.

In consideration of applications for Promotion to Associate Professor review articles should have appeared in local or national journals. At least one article should be written every two years. Similarly, the applicant should have reviewed at least one manuscript for a journal and/or a grant application for a local or national agency.

Promotion to Professor would require evidence of publication of reviews in international journals and/or contributions in books. Evidence should be presented of international recognition of the applicant as an expert in her/his field, and/or also be expected to have served as a member of a review committee of a national granting agency.
5.2.9 Performance Criteria, Evaluation Methods and Examples for Promotion and Tenure

## RESEARCH AND SCHOLARLY ACTIVITY

### 5.2.9.1 ASSISTANT PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
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<tbody>
<tr>
<td>• Has contributed to research and scholarly activity within the Faculty in some cases this may include accomplishments at a comparable university.</td>
<td>• Conducting research.</td>
<td>• Prepare and submit at least one appropriate funding application. Funding of the application is not required.</td>
</tr>
<tr>
<td></td>
<td>• Applications for funding.</td>
<td>• Contributes to graduate student supervision, if applicable.</td>
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<tr>
<td></td>
<td>• Publications.</td>
<td>• A consistent record of publication, e.g. one publication of any type yearly.</td>
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<td></td>
<td>• Reviews of manuscripts.</td>
<td>• Have made at least two research presentations at the local or national level</td>
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<td>• Participation in review committees.</td>
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<td>• Presentations at scientific meetings etc.</td>
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<td>• Competence</td>
<td>• Quality of the material presented as evidence.</td>
<td>• Has shown an interest in research and pursued research. Attempting to obtain funding and build a research programme.</td>
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<td>• Is forming collaborations within the university to forward his/her research effort.</td>
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<td>• Publications submitted.</td>
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### RESEARCH AND SCHOLARLY ACTIVITY CON’T

#### 5.2.9.2 ASSOCIATE PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
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<tbody>
<tr>
<td>• Has developed an effective and independent research programme.</td>
<td>• Conducting research.</td>
<td>• Maintains a research programme.</td>
</tr>
<tr>
<td>• Made significant contributions in scholarly activity.</td>
<td>• Applications for funding.</td>
<td>• Publishes in peer-reviewed journals at the local and national level.</td>
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<td></td>
<td>• Publications.</td>
<td>• Is involved in supervision of research by graduate or postgraduate students, where applicable.</td>
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<td></td>
<td>• Reviews of manuscripts.</td>
<td>• Reviews manuscripts and grant applications. May be a member of a grant review committee.</td>
</tr>
<tr>
<td></td>
<td>• Participation in review committees.</td>
<td>• Presents at scientific meetings.</td>
</tr>
<tr>
<td></td>
<td>• Presentations at scientific meetings etc.</td>
<td></td>
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<td></td>
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<tr>
<td>• Competence</td>
<td>• Quality of the material presented as evidence.</td>
<td>• Funds an ongoing research programme</td>
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<td>• Publishes regularly (e.g. one article annually) in peer-reviewed journals.</td>
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<td>• Has reviewed at least one manuscript or grant application every two years prior to his/her application.</td>
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<td>• Has made at least one presentation, seminar or poster presentation every two years prior to his/her application.</td>
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### 5.2.9.3 PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinguished scientific scholastic work.</td>
<td>Publications.</td>
<td>• A research program funded consistently by a significant agency and/or a commercial enterprise.</td>
</tr>
<tr>
<td>• Has an international reputation</td>
<td>• Funded research programme.</td>
<td>• Consistent publication in world-class journals.</td>
</tr>
<tr>
<td></td>
<td>• Letters of reference from international experts in the area of the applicant.</td>
<td>• Consistent reviews of manuscripts and grant applications.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Membership on granting agency review committees.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Supervision of graduate students.</td>
</tr>
<tr>
<td>• Competence</td>
<td>• Quality of submitted materials.</td>
<td>• Nationally recognized research programme.</td>
</tr>
<tr>
<td></td>
<td>• Positive references from external referees.</td>
<td>• International recognition in his/her field of research.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sustained and consistent publication record.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Member of national/international granting agency committees.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Invitation to present papers and keynote addresses at international meetings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Supervision of full-time graduate students on projects within the applicant’s area of expertise.</td>
</tr>
</tbody>
</table>
5.3 Committee and Administrative Services

Service refers to the use of professional skills and knowledge that contribute to the promotion and advancement of the University, Profession and/or Community. Every member of the faculty has an obligation to participate in service activities, with the expectation that service activities will increase with academic rank and that non-tenured faculty will not have excessive service commitments.

5.3.1 To the University
Service to the University refers to activities that relate to the advancement and promotion of the University, Faculty, Department and/or Division.

Examples of prioritized service activities are:
5.3.1.1 Effective leadership of committees.
5.3.1.2 Active and thoughtful contribution to committees.
5.3.1.3 Collegial collaboration to further interest and skills in teaching and research.
5.3.1.4 Effective student counseling.

5.3.2 To the Profession
Service to the Profession refers to activities that promote and advance professional associations and/or learned societies.

Examples of prioritized service activities are:
5.3.2.1 Leadership of professional organizations and/or societies.
5.3.2.2 Participation on committees of professional organizations or societies.
5.3.3.3 Leadership in, and/or provision of continuing education.
5.3.3.4 Involvement as editor, reviewer or contributor to professional journals.

5.3.3 To the Community
Service to the Community refers to activities that are performed by virtue of special competence related to the individual’s discipline and field of expertise.

Examples of prioritized service activities are:
5.3.3.1 Development of public health or dental outreach programs.
5.3.3.2 Participation in public health or dental outreach programs.
5.3.3.3 Professional practice activities.
5.3.4 Performance Criteria, Evaluation Methods and Examples for Promotion and Tenure

COMMITTEE AND ADMINISTRATIVE SERVICES

5.3.4.1 ASSISTANT PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has contributed to service in the Faculty, the Profession, and the Community.</td>
<td>For the University: • Written feedback from Committee Chairs indicating satisfactory participation and contribution to the committee. • Feedback from students.</td>
<td>• Service on Faculty or Departmental Committees. • Participation as Class Advisor.</td>
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<td></td>
<td>For the Profession: • Documentation of involvement in professional organizations.</td>
<td>• Attendance and presentation at professional conferences relating to individual’s specific disciplines, ADEA, IADR on a regular basis.</td>
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<tr>
<td></td>
<td>For the Community: • Documentation of involvement in practice activities.</td>
<td>• Evidence of maintenance of clinical/professional skills through engagement in private practice/consultation.</td>
</tr>
</tbody>
</table>
### 5.3.4.2 ASSOCIATE PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Recorded effective service at the University and /or Professional and Community level. | For the University:  
- Leadership at the committee level in Faculty/Departmental/Section and/or involvement in University Service. |  
- Chair of a Faculty Committee  
- Service as a Division Head or Clinic Coordinator  
- Member of university committee.  
- Service as a Class Advisor. |
| For the Profession:  
- Participation in professional organization’s committees and/or provision of continuing education. |  
- Service as a committee member for a professional organization  
- Contribution as reviewer for professional journal.  
- Provision of professional continuing education in the form of workshops or seminars. |
| For the Community:  
- Participation in public health or dental outreach program. |  
- Provision of lecturer to school children or public groups.  
- Participation in “open-wide”.  
- Participation in Faculty Outreach. |
### COMMITTEE AND ADMINISTRATIVE SERVICES CON’T

#### 5.3.4.3 FULL PROFESSOR

<table>
<thead>
<tr>
<th>Performance Criteria</th>
<th>Evaluation Methods</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Record of leadership in service at one or more levels.   | Provided documentation of leadership in one major area with significant service contributions at other two levels. | For the University:  
• Long-term service as a committee chair, Departmental Head, Division Head, or other major administrative role in the Faculty and/or University. |
|                                                          |                                                                                     | For the Profession:  
• Officer or Chair of professional organization(s) in the candidate’s field.  
• Editor of professional journal.  
• Preparation of professional reports for professional, government, or outside agencies.  
• Extensive long-term consultative services to organizations, institutions, or agencies. |
|                                                          |                                                                                     | For the Community:  
• Development of public health or dental outreach programs that have worked to benefit the community. |
6. DOCUMENTS AND INFORMATION REQUIRED FOR AN APPLICATION FOR PROMOTION AND/OR TENURE

6.1 Introduction
The Faculty of Dentistry has set a procedures that requires specific documents and information before an application for tenure or promotion can be considered. The Faculty has a ‘Pretenure Committee’ that will review the Tenure application of a member of faculty before submission, to advise the candidate of the suitability of the necessary material. Submission of an application to this committee for review is optional, but members of the Faculty are strongly advised to make use of this committee. Candidates should consider applying for a review 2-3 yrs prior to application for Tenure.

The current document lists the required documentation and other information that should be included in an application. Wherever possible information has been provided on suitable formats for documents and the type of material that should be included. Examples of the types of material that should be included are given in the Promotion and Tenure Reference Manual (PTRM) that should be given to all new staff. If you do not have a copy, please go to the Dean’s Office and get one.

6.2 Job Description and Annual Performance Reviews with Departmental Head or Director to Define the Duties of the Applicant
This is an essential part of the application because the assignment of duties and their different distribution among members of Faculty will influence the decision on whether the applicant has fulfilled requirements for promotion and tenure. It is particularly important that the annual performance reviews accurately record the annual assignment of duties and the Department Head’s or Director’s assessment of the applicant’s achievements and progress.

6.3 Teaching
The applicant should include information on the amount of teaching and the evaluation of teaching as outlined in the candidate’s Annual Performance Review. All other material documenting teaching activities must be supplied as a ‘Professional Dossier’. The format for a dossier for applications to the Faculty of Dentistry may be obtained from the Education Specialist’s office.
6.4 Research and Scholarly Activity
It is recognized that the nature of the contributions made in this area by members of the Faculty will vary widely. Also, the assigned duties of the applicant may mean that he/she has less time for research and scholarly activity than some other faculty. In contrast, those undertaking basic research may be required to show evidence of external funding and present an appropriate publication record. The materials that should be included are shown in the PTRM under section 4.2. Membership on student advisory committees and student supervision should be included under this section. This material will also be in the Professional Dossier.

6.5 Committee and Administrative Service
A list of all the committees on which the member has served should be placed first, together with their role on the committee. The candidate should submit written confirmation verifying attendance and contribution to the committees from the committee chair, whenever possible.

Any administrative position that has been held other than committee service should be included (e.g., Director of Clinics, Associate Dean, Class Advisor, etc.).

6.6 Community Service
Any community service should be in this section. See PTRM section 4.3.

6.7 Service to a Profession or an Academic Body
Any service to a profession or academic body including acting as a referee for scientific journals, reviewing grant applications, taking part in accreditation visits should be included.