This document summarizes the guidelines, procedures and criteria related to Tenure within the Faculty of Education. The current Collective Agreement forms the basis for this document and all members of the Faculty should familiarize themselves with that document, a copy of which is available for consultation in the Dean’s Office. The terms and conditions of the current Collective Agreement shall take precedence over “Tenure: Guidelines, Procedures and Criteria.” Please see Appendix A for the UMFA Collective Agreement Article 19-Tenure.

Anyone having questions about the meaning of the content of this document should contact his/her Department Head. If it is a matter of whether this document contains an incorrect interpretation of the Collective Agreement, the Dean should be informed immediately. Anyone who would like to see changes to the policies, procedures and criteria should communicate the suggested changes to his/her Department Head. In cases where the change(s) would be to a provision of the Collective Agreement, then the staff member should communicate directly with UMFA.

Note that, in accordance with Article 19.D.1, “upon a faculty member’s receiving a probationary appointment, he/she shall be given the criteria and weightings referred to in s.19.D.1.4 [the guidelines that are in effect on the date of hire]. Those criteria and weightings shall be used for his/her tenure consideration unless he/she agrees in writing to use different criteria and weightings as changed in accordance with s.19.D.1.4.”

“Tenure: Guidelines, Procedures and Criteria” (December 2008) describes the tenure process in the Faculty of Education, provides direction for Tenure Committees in the Faculty of Education, and acts as a guide for individual faculty members applying for tenure as a step in the continuing development of their academic careers.

Within the framework of an overall goal of maintaining and improving quality in all aspects of higher education, the Faculty of Education seeks to attract and retain faculty members of the highest academic and professional caliber. In evaluating Candidates for tenure, there is an obligation on the part of the Faculty to assess Candidates’ achievements consistently and fairly and to assess those achievements within the academic needs of the Faculty. This document is meant to be viewed as supportive, recognizing all aspects of individual academic and professional achievement.

Underlying the intent of this document is the desire to foster a collegial atmosphere within the Faculty of Education by establishing a practical, fair and just process and system of recognition and reward for the granting of tenure within the context of the mission of the Faculty. The mission of the Faculty of Education states:

The mission of the Faculty of Education is to provide appropriate preparation and professional development for teachers and other educational professionals, to generate and disseminate new
knowledge for improving teaching and learning, and to work with schools and other educational institutions in helping to maintain and improve education at all levels.

The granting of tenure in the Faculty of Education should be guided by the following principles:

(a) Commitment to the public purposes of education: The Candidate will explain how his or her work benefits the Faculty of Education, the common good, and his or her own personal professional development.

(b) Leadership in the public discourse on education: The Candidate will provide evidence of a clear and consistent effort to improve the quality of the academic and public discourses on educational matters.

(c) Excellence in research, teaching and service: The Candidate will provide evidence of his or her efforts to articulate, uphold and advance achievements in education as a field of study, thought, and practice.

(d) Promise of comprehensiveness and comprehensibility: The Candidate will provide an account of his or her work that follows the guidelines provided in this document and that is reasonably complete and concise. The Faculty must make its expectations of the Candidate explicit and its communications with the Candidate must be timely, informative, and reliable. All interactions between the Candidate and other Faculty members, whether verbal or in writing, must be respectful, forthright and clear in intention and content.

(e) Respect for diversity and equity: The Candidate's Tenure Committee members and all tenure policies, procedures and criteria must provide equitable treatment, respectful of human differences, to all Candidates.

(f) Respect for collegiality and shared responsibility: The Candidate's Tenure Committee members and all tenure guidelines, procedures and criteria must be guided by a sense of reasonable reciprocity, an awareness of common interest and benefit, and by an understanding of what is deemed to be just and good by one's peers.

The granting of tenure results in the continuation of a faculty member's academic appointment until retirement or until otherwise terminated in accordance with the relevant article of the Collective Agreement between The University of Manitoba and The University of Manitoba Faculty Association, which is the guiding document for tenure consideration in the Faculty of Education. These guidelines of the Faculty of Education are complementary to the Agreement, providing required clarifications to the general provisions of that document in a manner that is appropriate to the Faculty of Education.

1. Criteria for Evaluation of an Application of Tenure

A consideration for tenure shall take into account:

- the duties specifically assigned to the faculty member,
- the assessment of the academic attributes and the performance of assigned duties by the faculty member by his or her peers,
the criteria and weightings established for tenure, and

the obligations referred to in Section 19.A.2.4 “Faculty Rights, Duties and Responsibilities,” and other relevant sections of the University of Manitoba - University of Manitoba Faculty Association Collective Agreement in effect during the faculty member's maximum untenured period. (Appendix A).

Assigned Duties

The duties assigned to a faculty member shall include an appropriate combination of:

- teaching,
- research, scholarly work and other professional and/or creative activities, and
- service.

The assignment of these duties may vary from individual to individual and over time, as determined by the Dean in consultation with the faculty member and his or her Department Head.

A consideration for tenure shall be based on the Candidate's depth and breadth of knowledge and general contributions to the University and the profession, as well as on the quality and extent of the Candidate's performance of the assigned duties with reference to the maximum untenured period.

Teaching

Teaching involves successful instruction both within the university and other post-secondary institutions elsewhere, as well as the effective supervision of students and the ability to meet the needs of students. Students include either undergraduates and or graduates, whether enrolled for a degree program or for professional development courses and activities. Assessing the teaching of Candidates will involve using a variety of information, including course outlines, the written, non-anonymous opinions of students, faculty members, and staff, and teaching dossiers.

Each candidate must submit a Teaching Dossier. It shall include a statement of his/her philosophy of teaching and may include a description of teaching responsibilities, course syllabi, assignments, evaluation instruments, samples of student work (with permission), summaries of student evaluations, (e.g., SEEQ’s) and evidence of other teaching activities and accomplishments. Information and resources on the preparation of a Teaching Dossier are available from University Teaching Services.

As examples, effective performance in teaching may be demonstrated by:

- the discharge of teaching responsibilities and related duties in accordance with established policies and procedures,
- sharing in the teaching responsibilities of the Candidate's department and/or faculty,
- the teaching of teachers or other professionals outside the University of Manitoba,
• the supervision of undergraduate student teaching or other professional practica offered by the Faculty, with due regard to the needs of students and the public relations aspects of such work in schools,

• the counseling and supervision of graduate students, and membership on thesis committees and examining committees for students in the comprehensive program,

• continued efforts to enhance teaching effectiveness and to incorporate into one's teaching new developments in theory and practice as these evolve, and/or

• contributions to course design or program development.

In addition, where they are not already addressed by the points above, a review of the faculty member's teaching will consider as many of the following components as are relevant to the faculty member's assigned duties:

• communication in class and provision of feedback to students,

• course organization,

• appropriateness of materials and evaluation procedures,

• variety and versatility,

• creativity and innovation,

• effectiveness in student supervision and advising,

• collaboration in teaching, course design, or development, and/or

• awareness and practice of new developments in pedagogy.

Research, Scholarly Work, and Other Professional and or Creative Activities

These activities involve the advancement, integration, or application of knowledge in published or unpublished works, in performed works, and in creative activities or products of a visual, dramatic or artistic form. Efforts shall be made to evaluate the quality, significance, and originality of a Candidate's research, scholarly works, and creative activities.

In general, an activity will be considered scholarly if it meets the following criteria.

(a) The activity or work requires a high level of discipline-related expertise.

(b) The activity or work is conducted in a scholarly manner with:

• clear goals,
• adequate preparation, and
• appropriate methodology

c) The activity or work and its results are appropriately documented and disseminated. This reporting should include a reflective component that addresses the significance of the work, the process that was followed, and the outcomes of the research, inquiry, or activity.

d) The activity or work has significance beyond its immediate context. That is, the activity or work:
• breaks new ground or is innovative, or
• can be replicated or elaborated.

e) Both the process and product of the work or activity and its results are reviewed and judged to be meritorious and significant by a panel of one’s peers.

Achievement in research, scholarly work, and other professional and creative activities may be demonstrated in many ways, including but not limited to:
• the publication of books or monographs, or contributions to edited books,
• the preparation of papers which appear in refereed journals or published conference proceedings,
• the presentation of papers to learned societies or professional associations,
• the writing of papers which are published in non-refereed or professional journals,
• making a recognizable contribution to curriculum development,
• participating in action research or other activities which are directed toward improved educational practice,
• professional innovation of other sorts,
• contributions to the development of exemplary professional practice (examples may include teaching tools or textbooks for courses),
• participation in the process of program evaluation and/or school restructuring,
• efforts at making learning environments more inclusive,
• exploring technological implementation both within the faculty and in schools,
• contributions to public policy,
• authorship or editorship of studies or reports,
- evidence of success in receiving grants,
- editing of journals,
- participating in performances or exhibitions in the creative arts.

In the evaluation of the Candidate’s contribution, lesser weight shall be accorded to research, scholarly work and creative activity in progress.

This list of specific activities is illustrative, not exhaustive, of endeavours that may be evaluated to determine the Candidate's achievements in research, scholarship, and other professional and creative activities.

Three factors are especially important in this evaluation. First, evidence of peer review is a strong indicator of quality, significance, and originality. (Please refer to Appendix E for further definitions of the peer review process). Evidence of peer review may take many equivalent forms, including but not limited to:

- books and contributions to books reviewed by other scholars in the Candidate's disciplinary area of expertise accepted for publication,
- peer refereed journal articles accepted for publication,
- conference presentations accepted through a competitive peer review process,
- peer review of grant applications,
- peer review of performed works, creative activities, or artistic products, and
- peer review and acceptance of curricula and other learning resources.

Second, evidence of dissemination in prestigious places is a strong indicator of quality, significance, and originality. Evidence of such dissemination may take many forms, including but not limited to:

- invitation to make a keynote or headline presentation,
- awards or other forms of honorary recognition for a publication, presentation, performance, display, or achievement,
- publication in a significant journal in the Candidate's disciplinary area,
- presentation at a significant conference in the Candidate's disciplinary area,
- performance or display in a significant venue in the Candidate's disciplinary area, and
- use of curricula or other learning resources, developed by the Candidate, in appropriate educational settings.
Third, evidence of impact is a strong indicator of quality, significance, and originality. Evidence of such impact may take many equivalent forms, including but not limited to:

- citation or reference of the Candidate's work in the works of other scholars,
- invitation to publish, present, perform, or display new work,
- peer feedback after publication, presentation, performance, or display,
- requests to republish, re-present, re-perform, or redisplay previously disseminated works,
- feedback with respect to curricula or other learning resources, developed by the Candidate, by students or educators, and
- peer requests for information after publication, presentation, performance, or display.

Service

Consistent with their primary responsibilities in teaching and research, scholarship and professional and creative activities, faculty members shall engage in service activities within and outside of the University. Efforts shall be made to assess the quality and impact of the Candidate's contribution to service.

(a) the amount and quality of work involved in each service activity,

(b) the relevance of the service activities to the Candidate's disciplinary area, the department and/or University, and

(c) if the work was non-remunerated or remunerated (excluding expenses or honoraria).

Service may be demonstrated by, for example:

- participation in university, faculty, departmental, and staff committees,
- carrying major responsibilities in professional associations or organizations of a local, provincial, national, or international nature,
- membership on committees, task forces, or advisory councils for organizations or professional associations,
- service with professional or other organizations as a consultant, and
- acting as a guest speaker, panelist, workshop leader, or resource person for programs or meetings conducted by educational institutions, or professional associations or organizations of a local, provincial, national, or international nature, and
- service with professional associations or community organizations of an educational nature, broadly defined.
Criteria and Weightings

The standard for tenure is a demonstration of achievement in the context of the assigned duties of the Candidate. Unless otherwise specified by the Candidate's assigned duties at the time of appointment (or subsequently and indicated in writing), there shall be:

- effective teaching,
- a record of achievement in research, scholarship, and professional or creative activities,
- a record of achievement in service.

2. Effectives Dates and Deadlines

The following time-lines outline the major events involved in Tenure processes and their approximate dates. Note that the schedule may be subject to variation depending upon calendar dates, and specific administrative and Collective Agreement arrangements.

a) In those cases where an application for Promotion from Assistant to Associate Professor is made in the same year as an application for Tenure, the Candidate shall so indicate in the notification initially required (See Appendix C for Part A for Tenure/Promotion in the same year). Consideration of a Candidate’s Tenure application shall be dealt with first (per the relevant Guidelines, Procedures and Criteria regarding Tenure), and then the Candidate’s Promotion shall be considered.

b) Candidates who intend to request early consideration for tenure are required (as per 19.C.4.4.2) to first consult with their Department Head & Dean. The primary reason for this discussion is to ensure that the criteria and expectations for tenure are clearly understood by the Candidate. The Collective Agreement states that “When a faculty member applies for tenure consideration, the applicant shall be expected to meet the same criteria and have achieved the same level of competence as a Member who has completed his/her maximum untenured period regardless of the number of years of probation served.” Candidates for early tenure consideration may withdraw their applications at any time within the process up to and including September 21 of the year in which they submit an application for tenure.

A faculty member seeking tenure should be familiar with the current Collective Agreement between the University of Manitoba Faculty Association and the University of Manitoba, and should assemble the documentation required by Part A of the Tenure Application Form (see Appendix C) before proceeding with an application for tenure. The following schedule outlines the deadline dates and activities at each stage of the tenure application process.
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>By June 1</td>
<td>Last date for faculty members holding probationary appointments to indicate their intention to apply for Tenure to the Department Head and Dean.</td>
</tr>
<tr>
<td>By June 15 (or as soon as possible thereafter)</td>
<td>Dean establishes Faculty-based Nucleus Tenure Core.</td>
</tr>
<tr>
<td>By July 1 (or as soon as possible thereafter)</td>
<td>Department representatives elected to Tenure Committee(s).</td>
</tr>
<tr>
<td>By July 15</td>
<td>Deadline for Part A of the Tenure Application Form (see Appendix C) delivered to the Dean’s Office by the Candidate. The Dean notifies the Candidate of the start of the tenure meetings at least 5 working days prior to the first meeting of the Candidate's Tenure Committee.</td>
</tr>
<tr>
<td>By August 31</td>
<td>Deadline for receipt of supporting materials not previously delivered to the Dean's Office by the Candidate.</td>
</tr>
<tr>
<td>Normally by September 15</td>
<td>Tenure Committee holds first meeting and considers the Candidate's tenure application and supporting materials. The Committee may identify areas that they wish clarified or addressed at the second tenure meeting.</td>
</tr>
<tr>
<td>September 21</td>
<td>Last date for a Candidate who has applied for early Tenure consideration to withdraw their application.</td>
</tr>
<tr>
<td>Normally by September 30</td>
<td>Dean provides the Candidate with a letter, at least 5 working days prior to the second meeting of the Candidate's Tenure Committee. This letter invites the Candidate to meet with the Committee, at a mutually agreeable time, to make a presentation related to the tenure criteria (see Appendix D for a sample letter). The Candidate is notified that a question and answer dialogue will follow the presentation and the letter specifies any areas that the Committee wishes the Candidate to clarify or address.</td>
</tr>
<tr>
<td>By October 10</td>
<td>Tenure Committee provides opportunity to meet with Candidate. Deliberations follow. Tenure Committee forwards Recommendation to Dean’s Office.</td>
</tr>
<tr>
<td>By October 15/or date designated by Office of V-P</td>
<td>Dean forwards recommendation to Office of the Vice-President (see Appendix B for the checklist completed by Dean’s office).</td>
</tr>
</tbody>
</table>

Note: Dates that fall on a non-work day in the above schedule shall be interpreted as the last preceding work day.

3. Tenure Support Materials

Candidates for Tenure are required to present evidence of their teaching, scholarship and service. Candidates are responsible for determining the content of their supporting materials. Each Candidate is urged to seek advice from colleagues who have recently prepared successful Tenure packages. At the time s/he submits the duly completed Part A form, it shall be the Candidate's responsibility to provide comprehensive supporting documentary evidence with respect to teaching, scholarship, and service that s/he wishes to be taken into consideration, and which the Candidate believes would assist the Committee in its deliberations. If the Committee so chooses, it may seek additional information and shall, in writing, inform the Candidate of its request.
The Candidate must:

- provide a **curriculum vitae**, in addition to completing **Part A**. (Please refer to the VP Academic website for the current Part A form: http://umanitoba.ca/admin/vp_academic/forms.html#promotion

- prepare a **Statement Regarding Scholarly Work, Teaching and Service** which summarizes and synthesizes her/his approach to these activities and projected future directions.

- submit a **Teaching Dossier** (which should include a statement on her/his philosophy of teaching and may include a description of teaching responsibilities, course syllabi, assignments and evaluation instruments, samples of student work, summaries of student evaluations, and evidence of other teaching activities and accomplishments). No anonymous materials (e.g., unsigned student comments on the SEEQ forms) shall be included. Information and resources on the preparation of a "Teaching Dossier" are available from University Teaching Services.

- submit a **Scholarship Dossier** which should include a statement concerning her/his program of scholarship and research, as well as including evidence of the Candidate’s scholarly work, current (in-progress) activities, and projected future scholarly activities.

- submit a **Service Dossier** which should include a statement detailing her/his service contributions within and without the university. Service to the wider community must be shown to be connected to the Candidate’s area of expertise.

### 4. Establishment and Composition of the Committee for Tenure

By June 15 of the academic year prior to the academic year in which any member of the Faculty is to be considered for tenure, the Faculty shall initiate establishment of a single Faculty-based Tenure Nucleus Core for the whole Faculty, with composition as outlined below.

**Elected Members**

In accordance with the Collective Agreement between the University of Manitoba Faculty Association and the University of Manitoba, the Dean of the Faculty, upon recommendation of Faculty Council, will establish a Faculty-based Nucleus Tenure Core to which department representatives for each Candidate will be added. The Faculty-based Tenure Nucleus Core shall be elected by academic staff members with faculty rank as follows:

- one tenured faculty member who holds the rank of Professor or Associate Professor shall be elected from the Department of Curriculum, Teaching and Learning (CTL),

- one tenured faculty member who holds the rank of Professor or Associate Professor shall be elected from the Department of Educational Administration, Foundations and Psychology (EAFP).

- one tenured faculty member who holds the rank of Professor or Associate Professor shall be elected at-large. If the members elected to the Faculty-based Nucleus Tenure Core are of the same gender, then the faculty member at-large shall be chosen from the list of eligible tenured faculty members of the opposite gender.
All Candidates for tenure are eligible to vote for faculty members who, by election, become members of tenure committees, however, they shall not be permitted to nominate or second nominations for any election.

Additional Members with Appropriate Expertise

Normally, by July 1 of the academic year prior to the academic year in which a tenure consideration is to be conducted, two tenured faculty members of appropriate expertise shall be added to the Faculty-based Nucleus Tenure Committee for each Candidate so as to constitute, in each case, a Tenure Committee of five voting members. These additional members shall be elected by, but not necessarily from, the department of the Candidate(s) being considered for tenure.

In order to ensure that the majority of the committee has the appropriate expertise within the Candidate's disciplinary area, the majority of the voting members of each Candidate's tenure committee are to be from the Candidate’s department. Consequently, the two tenured faculty members added to the Faculty-based Nucleus Tenure Core normally shall be elected by and from the academic staff members with faculty rank in the department of the Candidate. Where departmental circumstances cannot ensure adherence to the principle expressed above; one, or both, of the additional tenure committee members may be elected by academic staff members with faculty rank in the department of the Candidate, from the ranks of the academic tenured faculty of the University of Manitoba.

The Department Head of the Department shall be a member of each tenure Committee established for the Candidate or Candidates in his or her Department and shall serve in a non-voting capacity.

The Dean or his or her delegate shall be the Chair of each Tenure Committee and shall serve in a non-voting capacity.

Quorum for Tenure and Promotion Committees

The quorum for all tenure and promotion committees shall be the Chair and all voting members.

Conflict of Interest

All Tenure Committee members are expected to declare any conflict of interest. Candidates also have the right to challenge membership on the Committee of individuals for cause. "Conflict of interest" means generally any situation in which a Committee member has or promotes an interest which results in or may be perceived to result in, an interference with objectivity, or gives the Committee member an advantage, benefit or material gain.

Procedures:

General Consideration

Prior to the first meeting, the Dean writes the notice of appointment to all members of the Tenure Committee and the Committee Chair. The Chairperson shall then write to all members of the Tenure Committee, informing them about the time and place of the first meeting, and asking them to study thoroughly (and keep confidential) the material provided to them by the Department Head, the Candidate,
and by faculty members and students. Each Candidate shall be notified in writing of the start date of his/her Tenure hearing at least five (5) working days in advance of the first meeting.

i. The Committee’s deliberations are confidential.

ii. The Chair is responsible for managing the Tenure Committee’s deliberation processes, taking minutes of meetings and writing Committee correspondence.

Department-level procedures

i. Normally, the Candidate will meet with the Department Head to discuss the matter of Tenure prior to the commencement of Tenure proceedings.

ii. In the case of an early application for tenure, the Candidate should refer to Article 19.C.4.3 which states, “The maximum untenured period for full-time faculty members at the rank of assistant professor, associate professor or professor shall be six (6) years of full-time service/maximum untenured time.”

iii. A Tenure consideration may be initiated by the Candidate submitting a duly completed Part A Form to his/her Department Head. The Department Head shall transmit this form to the Dean.

iv. A Candidate seeking consideration of early Tenure may withdraw his/her application for Tenure by notifying the Dean or his/her designate (Chairperson) in writing, at any time up to September 21.

Faculty-level procedures

i. Before making a recommendation regarding Tenure, each Tenure Committee shall seek the advice of members of the Candidate’s Department and other faculty members in the Faculty. The written opinions from faculty members on the Candidate’s teaching and scholarship and from students on the Candidate’s teaching shall be solicited. This soliciting is to be done by the Chair of the Tenure Committee. (See Appendix E for a sample letter.)

ii. After the first meeting of a Tenure Committee, the Chair shall invite written submissions to the Tenure Committee from faculty members on the Candidate’s teaching and scholarship and from students on the Candidate’s teaching. Those who may be writing submissions should be made aware that copies of such materials, from which any clear means of identifying the author have been deleted, shall be given to the Candidate, in accordance with the UMFA Collective Agreement.

iii. At the first meeting of a Tenure Committee, members will have reviewed the Candidate’s application and supporting materials and will identify any areas that require further clarification. Requests for further information shall be conveyed in writing by the Chair to the Candidate.

iv. The non-voting Chair of the Tenure Committee is responsible for ensuring that the procedures carried out by the Committee reflect due process, and are in keeping with the appropriate provisions of the Collective Agreement and the criteria and weightings of the Faculty, so that a just and defensible recommendation can be achieved.
v. The Chair will remind Committee members that the meetings are confidential.

vi. No meetings of a Tenure Committee shall be held without every Committee member being present and no general discussion of Candidates shall take place without every member being actually present in the room at the time, except in the event of extraordinary circumstances and at the discretion of the Chair and in agreement with the Candidate, University, and Association.

vii. The Candidate will have an opportunity to meet with the Tenure Committee. The Chair, in consultation with the Candidate, shall establish the date for the meeting with the Tenure Committee.

viii. If a Tenure Committee is unable to make a positive recommendation the Chair of the Tenure Committee shall so inform the candidate in writing. The Candidate will be provided a reasonable amount of time to seek advice, solicit opinion and provide further documentation in order to prepare for another opportunity to meet with the Committee.

ix. All Committee members shall declare their vote verbally with the opportunity to provide supporting comments. The results of voting will be recorded, though (as with all the proceedings of the Tenure Committee) they are to be kept strictly confidential. Prior to the vote being taken, the Chairperson shall remind the Committee that no one is to vote negatively on the basis of reservations and negative considerations not clearly presented to the Candidate.

tax. The Tenure Committee shall evaluate the application and supporting evidence and shall make its recommendation to the Dean. The Chairperson shall report in writing all recommendations, together with the specific reasons related to the criteria established by the Faculty of Education, to the Candidate, Department Head, and the Dean.

xi. After considering the Application for Tenure Part A Form and supporting material submitted by the Candidate and following receipt of the Tenure Committee's report, the Department Head of the Candidate's Department shall make a recommendation on Tenure to the Dean for each faculty member who has submitted a duly completed Part A Form and has not subsequently withdrawn it. The recommendation of the Department Head shall relate to the criteria established by the Faculty of Education. The Department Head shall deliver a copy of the recommendation and reasons to the Candidate.

xii. The recommendation of the Dean shall be in writing, and accompanied by the specific reasons related to the criteria and weightings established by the Faculty of Education. The Dean shall deliver a copy of the recommendation and reasons to the Candidate.

xiii. The Dean shall transmit the Tenure Committee's recommendation, hers/his own recommendation, and that of the Department Head to the Vice-President (Academic) in sufficient time to allow the Candidate to meet with the Vice-President (Academic) prior to the President making his/her recommendation to the Board of Governors.

University-level procedures

i. If the recommendation of the Department Head, Dean or the Vice-President (Academic) is different from that of the Tenure Committee, then s/he shall advise the Tenure Committee and the Candidate in writing.
ii. In accordance with the Collective Agreement, the President shall deliver or send to the Candidate by registered mail, a written notice of any negative recommendation which s/he intends to forward to the Board, along with the specific reasons, related to the criteria and weightings established pursuant to Article 19 of the Collective Agreement, for the negative Tenure recommendation and a reminder of the Candidate's right to an appeal as provided in the Collective Agreement.

iii. When it has considered the President's recommendation, the Board of Governors will communicate its decision to the Candidate in writing.