



**The University of Calgary
Faculty of Kinesiology**

Approved by Faculty Council October 14, 2008

Guidelines for Merit Increment, Appointment, Promotion, and Tenure

Introduction

The Faculty of Kinesiology is a cross disciplinary faculty with members studying human movement from many perspectives including structural, functional, mechanical, historical, psychological, educational, and sociological. Modern kinesiology thus embraces the wide spectrum of human movement and its academic study. For this reason, the faculty is guided by principles that recognize the equal importance of a number of scholarly areas. This document sets out criteria that define expectations in these areas, and stresses that recognition will be given to high *quality* work in educational activities, scholarship and community service.

Policies in this guideline (including the numbered citations) follow the *Procedures Pertaining to Appointment, Promotion, and Tenure of Academic Staff (APT)* as well as the *Manual of Policies and Procedures for the [Annual] Assessment of Academic Staff (GPC)* and incorporates this material related to the assessment of academic staff (increments and promotion) and appointment review (tenure). Extracts are identified by placing them in italics and citing their appropriate APT (or GPC) section number in parenthesis. The Faculty Promotion Committee (FPC) makes recommendations on these matters to the Dean.

The following citations apply to the APT manual

3.5 General

For definition of “Outstanding Performance” and “Unsatisfactory Performance” refer to *Performance in Teaching, Research and Scholarship* which begins on page 8 of this document and ends on page 13.

Faculty of Kinesiology follows the guidelines in Section 7.0 of the GPC manual which states that, “*Individuals on paid leaves of absence during the normal assessment period shall be evaluated with respect to the period of leave...for example, if teaching activities are not expected as part of the leave, the individual should not be penalized for not teaching...It is the intent that an individual who is on maternity or sick leave shall not be penalized for interruption in academic productivity during the period of absence...Individuals on unpaid leaves of absence for a portion of the assessment period shall be assessed and eligible for merit increments for the period not on leave without pay.*” (Section 7.3 and 7.3.1 and 7.3.5)

Extraordinary Procedures for Expedited Spousal Hiring

4.8.11 *A part of the process of establishing the academic selection process referred to in Section 4.3.7, a Faculty Council shall determine as a matter of policy:*

- a) *at which organizational unit (e.g., Faculty, Department, Program) these procedures shall be applied, and*
- b) *how to determine which units shall be deemed to comprise the Destination Unit if the hiring may affect more than one unit.*

Kinesiology Faculty Council has determined that the Faculty is designated as the organizational unit. For example, if we are the destination Faculty for a spouse, then all faculty must provide input with a written vote, and if over 50% agree, then we proceed with the spousal hiring. Kinesiology Faculty Council has also designated the Faculty as the “Destination Unit”.

Appointment With Tenure

5.6.11 *On or before December 1, all academic appointees who wish to be considered for an appointment With Tenure shall submit a letter of intent and curriculum vitae to the Chair of the Academic Appointment Review Committee, who will use these in selecting referees (see Section 5.6.13)*

5.6.13; 5.6.14; 5.6.15 (Review of applicants in the professorial ranks)

Expert opinion from a minimum of three authorities in the field of research from outside the university will be sought to ascertain the quality of research and future promise. The candidate should provide the AARC Chair with the names of a minimum of two referees from outside the university. (This will include the name, mail, telephone, FAX, and e-mail addresses, a brief indication of area of expertise, and a statement disclosing any connection or collaboration with the candidate.) The Vice Dean, in consultation with the Associate Dean (Research), will furnish the names of at least two further potential referees from outside the university, (along with the indicated information). The AARC Chair will solicit at least three **confidential** letters of reference, including at least one from each of the two lists. The AARC Chair will provide the Vice Dean and Associate Dean (Research) the reference letters by April 1 for use in initial assessment. After consultation with the Vice Dean and the Associate Dean (Research), the AARC Chair may solicit referees reports from other individuals, as needed in order to ensure the use of at least 3 referees’ reports by the Vice Dean, Associate Dean (Research) and the AARC.

5.6.16 (Review of Instructors and Senior Instructors)

The requirement for external referees will be met by obtaining referee’s reports from at least two members of the academic staff of the University from outside the Faculty who are recognized for superior teaching abilities. The candidate should provide the AARC Chair with the names of a minimum of two referees from outside the faculty by February

1. (This will include the name, mail, telephone, FAX, and e-mail addresses, a brief indication of area of expertise, and a statement disclosing any connection or collaboration with the candidate.) The Vice Dean, in consultation with the Associate Dean (Research), will furnish the names of at least two further potential referees from outside the faculty, (along with the indicated information). The AARC Chair will solicit at least three confidential referees' reports, with at least one from each of the two lists. The AARC Chair will provide the Vice Dean and Associate Dean (Research) the reference letters by

5.6.19

When filling in the relevant section of the application form based on the applicant’s submitted material, the referees’ letters, information from the consultation process and the Vice Dean’s and Associate Dean’s (Research) own evaluation, Vice Dean and the Associate Dean (Research) shall take care to provide a fair summary of commentary while protecting the confidentiality of the referee’s reports (APT 5.6.15) and the advice solicited under APT 5.6.18.

TIMELINE FOR TENURE

September	Faculty Council votes/appoints Academic Appointment Review Committee (AARC)
February 1	Vice Dean informs faculty and asks for input
February 1	Deadline for applicant to supply material
April 1	Deadline for AARC Chair to supply referees’ letters to Vice Dean
April 15	Assessment discussed with applicant
May 1	Assessment to AARC chair

5.7.4.1 Composition of an Academic Appointment Review Committee (AARC):

- a) the Dean (or delegate, who must not be the person who performed the functions of the Head) will act as Chair of Academic Appointment Review Committees.
- b) The Faculty Striking Committee (consisting of elected members from the Faculty of Kinesiology and the Vice Dean as chair) shall draw up, as needed, a list of four academic appointees with tenure from the Faculty including at least one from outside the Faculty of Kinesiology. Faculty Council votes on the final composition. These four individuals are voting members of AARC.
- c) (and 5.7.4.2 iii) The Dean will appoint one or two academic members, at least one of whom must be in attendance for the Academic Appointment Review Committee to meet. The appointed individual(s) is a voting member(s) of the AARC.
- d) for each applicant, the Head will act as a participating but non-voting member of the committee.
- e) *a member appointed by the Faculty Association, who shall be present as a participating but non-voting member of the Committee.*
- f) The Dean (or delegate) will select one student member for each AARC from the list of undergraduate and graduate student population to serve as a non-voting member. Attendance of the student member is not mandatory for the business of an AARC to proceed.

the rank and conditions of appointment will be in evidence. In all cases, the individual should have demonstrated that their continued presence will be an asset to the Faculty. (See Section 5.7.5.2 of the APT Manual.)

As the granting of tenure normally commits the University to the individual for a full academic career, the decision must not be made in haste. The full duration of the probationary period normally should be used to assess the performance and the future promise of the individual. Tenure before the expiry of the probationary period should be limited to the exceptional cases. These

One student member (voting). The student representative will be appointed by the Dean from either: i) a student representative elected from students in the Faculty to the Students' Union or Graduate Students' Association; or ii) an elected member on the KSS. (Section 6.4.5)

One alternate faculty member appointed by the Dean (voting only if quorum needs to be

6.7.15 As an individual progresses through a rank the normal expectation of performance rises.

Performance in Teaching, Research and Scholarship

6.7.7 *Teaching is a major university function. It is recognized that teaching or instruction takes place in various contexts appropriate to the disciplines in each Faculty including the classroom, lectures, seminar discussion, clinical supervision, laboratory supervision, tutorials, graduate supervision, field supervision, practicum supervision, distance education, collaborative teaching with associated institutions, the advising of students, etc. [APT 3.2.1]*

6.7.7.1 *Teaching performance and effectiveness shall be evaluated on a regular basis. Such evaluation should consider all ways a teacher addresses the responsibility and interacts with students. In addition to interactions in the contexts noted in Section 3.2.1, evaluation of teaching should consider the extent of innovation, preparation, reflection of current knowledge, level of interest, direction, and encouragement demonstrated by the academic appointee. Participation in teaching development programs, and/or seeking expert help in the improvement of teaching, will be viewed as an indication of commitment to teaching. [APT 3.2.2]*

6.7.7.2 *Although the evaluation of teaching may not be based solely on evaluations by students, such evaluations are one factor on which the evaluation of teaching shall be based. Student evaluations shall be required for all academic appointees (Teaching and Research) on a regular basis. [APT 3.2.3]*

6.7.7.3 *Part of such evaluation of teaching may be based upon the general reputation enjoyed by the teacher among informed peers and students. Such reputation shall be evidenced only by signed documentation or formal evaluation processes. [APT 3.2.4]*

6.7.7.4 *The University also recognizes the legitimate role of academics as 'knowledge brokers' in transferring state-of-the-art knowledge to persons in government, business, industry, the professions and the wider community through the organization and presentation of seminars, workshops, and short courses for persons outside programs leading to degrees. [APT 3.2.5]*

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Within the Faculty of Kinesiology, numerous sub-disciplines exist resulting in the need for different teaching approaches to optimize student learning. Assessment of teaching within the Faculty should take into account the quality and appropriateness of various responsibilities and contributions given our diverse teaching and learning needs. Although varied approaches exist, all must be based on sound teaching and learning principles.

Teaching includes all functions related to the education, guidance, and supervision of both graduate and undergraduate students. This includes teaching courses and leading seminars; providing clinical and continuing education instruction; supervising practica, projects, theses and dissertations; and serving on graduate student committees, both within and outside of the faculty.

In evaluating a faculty member's record in teaching, both quality and quantity of teaching are relevant but quality is paramount. Quality teaching concerns the effectiveness of the instructor in the transmission of knowledge. Assessment of teaching effectiveness should examine the recency of course content, professional conduct of the course, as well as the appropriateness of the forms of instruction. Information for determination of quality may typically be obtained on the basis of visits to lectures, tutorials, and laboratories by peers, and the Vice Dean or others as assigned; student evaluations; course materials such as examinations, course outlines, and assignments; practicum experiences, and special recognitions such as teaching awards. Faculty are also encouraged to be actively involved in improving their teaching, for example through enrollment in professional development seminars, conferences, or other avenues designed to improve teaching effectiveness.

Quality teaching may be affected by numerous factors, some of which are: teaching new courses (new to the instructor); development of pilot courses (new to the faculty); development of course materials such as computer assisted instructional media; course revision and updating, such as implementation of teaching innovations; teaching different courses including laboratories and
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requirement provided that they are of high quality and are acknowledged contributions to the field, that they flow primarily from research, and they have been subject to an informed peer review process and enhance the professional reputation of the individual and the University. [APT 3.3.4]

6.7.8.6 *The development of software and the creation of data bases or the creation or entry of information into data bases or contributions to program libraries shall normally be considered equivalent to research publication only if the results have been subjected to informed peer review or appropriate refereeing. [APT 3.3.5]*

Within the Faculty of Kinesiology, the notion of scholarship is central to the mission of the university and, as such, all faculty members in the professorial category of rank are expected to show ongoing development in this area of responsibility. Scholarship in the Faculty of Kinesiology, as in other faculties, has to do with the pursuit of truth and the creation of new knowledge. The diverse aspects of Kinesiology will ensure that the expression of scholarship takes many forms.

Scholarship contains the familiar area of research but, within the Kinesiology context, other forms of creative activity are recognized: scholarly writing, computer assisted innovations (software, hardware, video), choreography, and artistic direction in the aesthetic forms of movement. Careful consideration will be given to the quality of contributions as reflected in the nature and rigour of the evaluation process including critical reviews by peers or other qualified people, the level of dissemination (journal, publishing house, conference proceedings), the type of dissemination (book, full paper, abstract, critical reviews), the acceptance of worth as reflected by adoption of books and materials by other institutions, and the degree of involvement in the work in multi-authored publications.

Relevant publications are usually defined as having been reviewed and accepted for publication in refereed publications. Books published through well recognized publishers, papers published in fully refereed journals and conference proceedings choreography, video, software and reports of significant first ascents, descents or expedition leadership that have undergone a documented refereeing process are all recognized as relevant scholarship with the highest weight given. Originality of the work and recognition that the work is a significant step forward in thinking and knowledge generation within a field are important criteria.

Other scholarly contributions such as papers presented at conferences, abstracts published in conference proceedings, discussions of papers published in refereed journals, book reviews, editing a book, and other publications are all considered in assessing the overall scholastic performance, provided they are deemed to be of a good quality and enhance the reputation of the individual and the University.

Another indication of the level of scholarly activity is the number and size of research grants and contracts, consulting activities, and the technical reports arising from such work. These criteria are employed with considerable discretion, however, as some areas within Kinesiology have available to them funds from external granting agencies, community groups, and other sources, while other areas have few avenues where application can be made for external funding.

A distinction is also made between grants and contracts, with the former normally meaning the recipient receives no extra remuneration, whereas in the case of consulting and contracts, the

agreements with the Dean. Meeting the expectation of service should normally require a smaller portion of effort than is required for the functions of Teaching and Research.
[APT 3.4.5]

6.7.9.5 *Outside Professional Activity for remuneration shall not normally be counted as service for the purposes of assessment [APT 3.4.6].*

Within the Faculty of Kinesiology

- x Service which primarily fulfils personal, recreational, and/or social interests rather than academic or professional interests are not normally recognized in this category.
- x Service is considered an important aspect of a faculty member's profile. Nevertheless, it must be recognized that, in the professorial category of rank, it has slightly less weighting than teaching and scholarship and may not be regarded as a substitute for the latter two elements.

Appointment to Instructor

- 6.7.13 The performance of staff holding appointments as Instructor, Senior Instructor, or Lecturer shall be evaluated on the basis of the individual's performance of assigned duties.

Appointment to Assistant Professor

- 6.7.10 *Appointment to the rank of Assistant Professor normally requires evidence of successful teaching ability and/or professional experience, with evidence of appropriate research or professional activity beyond that involved in the completion of academic or professional training [APT 3.6.1].*

Appointment or Promotion to Associate Professor

- 6.7.11 *Appointment or promotion to the rank of Associate Professor requires evidence of teaching effectiveness, recognized research attainment or equivalent professional attainment and a satisfactory record of service. [APT 3.7.1]*
- 6.7.11.1 *When the teaching function is assessed, evidence of effective performance respecting graduate programs and the supervision of and involvement with graduate students shall be considered, where appropriate. [APT 3.7.2]*

The *Manual of Policies and Procedures for the [Annual] Assessment of Academic Staff* sets out the criteria for promotion from Associate to Full Professor and Assistant to Associate. Especially critical is documentation. This is outlined in GPC 6.10 a) i and should be read carefully by each candidate prior to making application.

Promotion from Assistant to Associate

The FPC of the Faculty of Kinesiology requires the following documentation:

assessment. After consultation with the Vice Dean and Associate Dean (Research), the FPC Chair may solicit referee reports from other individuals, as needed.

Special documentation is required for those being recommended for promotion to full Professor - See Section 6.10.1(a) of the GPC manual.

Appeals

Members of Kinesiology's Faculty Promotions Committee must file personal appeal documentation prior to reviewing the current year's FPC documentation.

Procedures for appealing either merit or promotion to FPC and GPC are included in Section 6.10.1 b) and Section 9 of the *Manual of Policies and Procedures for the [Annual] Assessment of Academic Staff*.