



# GUIDE TO DEPARTMENTAL EVALUATION COMMITTEES

Last Updated: March 2019

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*Note: In the event there is a conflict between the contents of this Guide and a collective agreement provision, the collective agreement provision is the authoritative source for the information.*

*Article 5A applies to pre-tenure faculty members who are hired on July 1, 2015 or later and pre-tenure faculty members who are hired before July 1, 2015 and who elect prior to April 1, 2017 to have their tenure review conducted under the terms of Article 5A. These faculty members are subject to the “New Tenure Review System” found in Article 5A.10 and 5A.11.*

## **MANDATE OF DEPARTMENT EVALUATION COMMITTEES (DEC) (ARTICLE 5A.4)**

The Departmental Evaluation Committee (DEC) is responsible for evaluating pre-tenure faculty members, which includes coordinating and conducting teaching assessments, annual assessments, intermediate reviews, and making recommendations for tenure to the Faculty Tenure Committee (FTC).

### **TERM OF THE DEC (ARTICLE 5A.1)**

- The term of appointment to the DEC shall commence on September 1 and terminates on August 31.
- A faculty member may not be appointed to the DEC for more than 2 successive years. They can, however, be elected immediately preceding or following an appointment.

### **COMPOSITION OF THE DEC (ARTICLE 5A.1)**

- DEC's are established annually no later than February 15 for the following academic year.
- Composition of the DEC normally includes 5 members.
- The Chair/Director of the department/school is an ex officio voting member of the DEC.
- The Chair/Director may appoint a faculty member within the department/school to act as their designate.
- Three tenured faculty members of the DEC are elected by tenure stream faculty members of the department/school.
- The Chair/Director shall appoint one faculty member to the DEC. When making an appointment to the DEC, the Chair/Director shall take into account the University's equity, diversity and inclusion obligations, including those concerning designated groups, and/or the need to broaden the areas of expertise represented within the committee. The Chair/Director shall send a written report to the Department/School, Dean, the Vice-Provost Faculty Affairs and the Association, explaining the rationale for the appointment. The rationale is to be based on the considerations above.
- Elections of DEC members are to be completed before the Chair/Director appoints their representative.
- All members of the DEC must be tenured.
- If there are insufficient numbers of elected tenured faculty to constitute a committee, the VPFA in consultation with the RFA, will determine the appropriate composition.
- Departments/schools with 8 or more tenured faculty will have at least 5 members on the DEC.

- Small departments/schools may have only 3 members on the DEC composed of the Chair/Director or designate, plus one elected and one appointed member.
- Departments/schools with more than 20 tenured faculty will usually have 7 members on the DEC.
- For 7 member DEC's, it will consist of the Chair/Director, 5 elected members, 1 appointed member.
- Each DEC will have a designated Human Resources representative. They will not participate in deliberations or attend committee meetings, unless invited to do so. They may be called upon by the committee to provide guidance and training as it pertains to collective agreement obligations, University policies and applicable laws and regulations.

### COMMITTEE OBLIGATIONS (ARTICLE 5A.1)

- The committee must meet no later than February 28 for the sole purpose of electing a chair.
- No later than March 15, the Chair of the DEC shall report the names of the members of the DEC, including the name of the person elected as Chair, to the Dean, the VPFA and to the Association.
- In any Department/School where there are pre-tenure faculty members or LTF's requiring teaching assessments, the DEC shall meet no later than end of the second week of each term to determine the teaching assessment schedules.
- The Chair of the DEC shall provide a copy of the teaching assessment schedule to the Dean, the Vice Provost Faculty Affairs, and the Association within one week of the meeting of the DEC.
- Committee members are responsible for declaring any conflict of interest in accordance with Article 21.
- Committee members "are bound by confidentiality in their deliberations about individual candidates. They may have confidential discussions with Association or Administration representatives on any matter of concern."
- The Chair of the DEC will distribute the Rights and Obligations of University Committee Members form and confirm with members that they have read it. The Committee member's signature on the form is optional.
- The University will provide training workshops normally in September/October. Workshops will be conducted jointly by the Association and the University.
- DEC members are required to attend the workshops in order to serve as committee members. A member who does not attend a workshop will not be eligible, for the period until the next annual workshop, to be a member of the DEC unless the member who

missed the workshop provides a reasonable explanation for his/her absence to his/her Chair/Director (or where it is the Chair/director of the Department who is concerned, to the Dean) in which case training will be provided.

## **TEACHING ASSESSMENTS (ARTICLE 5A.5 & 10.12)**

- The purpose of teaching assessments is to evaluate the faculty member's teaching as described in articles 5A.5 and 10.12 of the collective agreement.
- Teaching assessments are conducted in class or, for some disciplines, where appropriate, in the field.

## **Number of Teaching Assessments (ARTICLE 5A.5.A,B,D,E,H)**

- Pre-tenure faculty members will normally be assessed two times per semester for the first two semesters and once per semester thereafter, for a total of 12 assessments (assuming a normal six year probationary period).
- The DEC may reduce the teaching assessments for the following year by one if the faculty member's teaching is deemed to be satisfactory based on the previous year's teaching assessments. The total number of assessments could thus range between 8 and 12.
- If the number of teaching assessments is reduced, the DEC will advise the faculty member in writing with a copy to the Association and the faculty member's PCF.
- The faculty member may request, in writing to the Chair of the DEC, one additional teaching assessment in any given semester at least two weeks before the last date in which teaching assessments are permitted that semester.

## **Selecting Assessors (ARTICLE 5A.5.A,C,G)**

- In each of the first two semesters of the probationary period that the faculty member actually teaches, two different members of the DEC (of whom at least one must be an elected member) will assess the faculty member's teaching competence.
- After the first four assessments, the Chair of the DEC may assign any tenured faculty member to carry out the remaining teaching assessments.
- The Chair of the DEC will assign the teaching assessments to as broad a selection of assessors, where possible.
- At least six assessments will be made by the tenured faculty members in the pre-tenure faculty member's field of expertise.

## **Scheduling Teaching Assessments (ARTICLE 5A.5.J)**

- All teaching assessments must be scheduled.

- By the end of the third week of each semester, the Chair of the DEC must advise the pre-tenure faculty member of the total number of assessments to be carried out that semester and the names of the faculty members conducting them.
- Assessments may not be conducted within the first two or last two weeks of a semester.
- The assessor must provide the pre-tenure faculty member with at least one week's notice of the assessment.
- It is recommended that the assessor and pre-tenure faculty member discuss the suitability of the chosen class beforehand in case the planned mode of delivery for that particular class is unusual (e.g., returning a test, giving a quiz, reviewing homework, etc.). The assessor should normally arrive at the beginning of the class, but an alternate time of arrival could also be agreed upon in advance, particularly in the case of multi-hour classes.

### Conducting Teaching Assessments (Article 5A.5.I)

- Faculty members conducting teaching assessments are observers and should not disrupt the class. Assessors should arrive on time, sit in an inconspicuous location, refrain from participating and commenting during the session, and leave at the end of class or during a suitable break. If any issues need to be discussed with the faculty member, this must be done after the class. Students are not to be consulted at any time during this process, even after the assessed class.
- Each faculty member who assesses a pre-tenure faculty member's teaching competence will submit to the Chair/Director, a letter of assessment within 3 weeks of the assessment. This report should assess and comment on teaching competence as well as other issues which may be relevant.
- The Chair/Director will provide copies to the pre-tenure faculty member, the Dean, the Chair of the DEC, the VPFA and the Association within one week of receipt. Any letter not submitted within 4 weeks of the assessment shall not be included for consideration by the DEC.

### Missed Teaching Assessments (Article 5A.5.K)

- If a teaching assessment is not done in any given semester through no fault of the pre-tenure faculty member, the Chair of the DEC must write a letter stating why the assessment was not completed. The letter shall be placed in the pre-tenure faculty member's PCF, with a copy to the member, the Dean, the Chair/Director and the Association.
- No missed assessments can be conducted in subsequent semesters.

### Faculty Members with Reduced or Extended Probationary Periods (Article 5A.5.H)

- If the faculty member has a reduced probationary period, the total number of teaching assessments will be prorated accordingly.
- Should the probationary period be extended for any reason with regard to teaching competence there will be one or two additional teaching assessments per semester of the extension.

### Acting Assistant Professors (Article 5A.5.B)

- Acting assistant professors undergo teaching assessments as would a probationary faculty member. Once the acting assistant professor is transferred to probationary status, these assessments will count towards the total required in accordance with Article 5A.5.

### Limited Term Faculty Members (Article 4.6.A.4)

- Members of the DEC and members of the department are also responsible for the in-class teaching assessments of the limited-term faculty members (LTFs).
- Note that there should not be any other assessments of limited term faculty members and in particular, even though LTFs also submit annual reports, there should not be any year-end assessment of their performance by the DEC.

### Overview of Teaching Assessments

<b>Number of Assessments</b>		<b>CA</b>
LTFs	● One assessment per teaching semester.	4.6.A.4
	● The LTF may request in writing to the DAC at least 4 weeks before the end of the semester that this number be increased.	4.6. A.4
Pre-tenure faculty members (including Acting Assistant Professors)	● In the first 2 teaching semesters: 2 assessments each term	5A.5 A
	● After the first 2 teaching semesters: 1 assessment each term (to a maximum of 12)	5A.5 D
	● These may be reduced at the DEC's discretion.	5A.5 D
	● The pre-tenure faculty member may request an additional assessment in any given semester in writing to the DEC at least 4 weeks before the end of the semester.	5A.5 E
	● Pre-tenure faculty members whose probationary period has been extended due to teaching competence will have 1 or 2 teaching assessments per term of the extension	5A.5 H 5A.11 B

### Who carries out the assessments

LTFs	● Faculty members of the Department/School in which the	4.6.A.4
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	<p>appointment is held.</p> <ul style="list-style-type: none"> <li>In special circumstances pre-tenure faculty members can assess LTFs.</li> </ul>	
Pre-tenure faculty members (Including Acting Assistant Professors)	<ul style="list-style-type: none"> <li>In the first 2 semesters of a probation period, the four assessments are done by 2 different members of the DEC, at least one of whom is elected.</li> <li>Afterwards, the assessments can be carried out by any tenured faculty member designated by the DEC Chair.</li> <li>At least six of the teaching assessments of each pre-tenure faculty member will be made by tenured faculty members in the pre-tenure faculty member's field of expertise. (This is mostly relevant in the case of multi-disciplinary departments.)</li> </ul>	<p>5A.5.A</p> <p>5A.5 C</p> <p>5A.5 G</p>

**When are the class visits**

<ul style="list-style-type: none"> <li>All class visits must not be in the first 2 or last 2 weeks of term.</li> <li>At least one week's prior notice must be given for in-class assessment.</li> </ul>	<p>5A.5 J</p> <p>5A.5 J</p>
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**Distribution of Assessment Reports**

<i>Who Distributes Report</i>	<i>To whom</i>	<i>By when</i>
Assessor	Department Chair	Within 3 weeks of the classroom assessment (5A.5.I)
Department Chair	<ul style="list-style-type: none"> <li>Faculty Member</li> <li>Dean</li> <li>Chair of the DEC</li> <li>Office of the Vice Provost, Faculty of Affairs</li> <li>RFA Secretary</li> <li>copy in PCF</li> </ul>	Within one week of receiving the assessment (5A.5.I)
Member can respond in writing	<ul style="list-style-type: none"> <li>Assessor,</li> <li>Copy in PCF</li> </ul>	Any time

**YEAR END ASSESSMENT (ARTICLE 5A.6.A-E)**

- By June 15th of the first, second, fourth and fifth years of a faculty member's probation, DEC's are responsible for preparing year end assessment reports on a pre-tenure faculty member's progress towards fulfilling the criteria for transfer to tenure. Note, that

by June 15th of the fourth or the fifth year (depending on their chosen length of their probationary period) the DEC conducts a year-end assessment of the pre-tenure faculty member even though the pre-tenure faculty member may have already submitted their tenure dossier. This principle will apply to any extensions.

- There is no provision in the collective agreement for meetings with the pre-tenure faculty member prior to conducting year-end assessments; therefore DEC's or pre-tenure faculty members cannot request such meetings.
- Year-end assessment reviews should communicate a substantive analysis of the member's performance in the previous year in each area of responsibility: teaching, SRC, and service. The DEC should make a clear assessment at the end of each report to ensure that the pre-tenure faculty member has an understanding of how s/he is performing and what, if any, specific changes s/he should make in the upcoming year. In order to assist the member in obtaining tenure, the DEC should, to the extent possible, communicate clear expectations for the upcoming year. Any deficiencies shall be identified and explained in specific terms, supported by concrete examples, and conveyed in writing in such a way that the pre-tenure faculty member can formulate a response or rebuttal if he/she desires.
- The Chair of the DEC shall submit the year end assessment report to the Chair/Director, the pre-tenure faculty member, the Dean, and the Association by June 15 in each of the required years.
- The pre-tenure faculty member may respond to the DEC in writing within 6 weeks of receiving the year end assessment. The DEC does not reply to this response.
- In order to prepare the year-end report, the DEC shall have access to the following information contained in the pre-tenure faculty member's PCF:
  - Letter of appointment
  - Teaching assessments
  - Faculty course survey results submitted by the pre-tenure faculty member (only frequency distributions for the responses to each of the questions in the Faculty Course Survey and any other distribution of the summary results the member may wish to provide, consistent with Arbitrator Kaplan's June 2018 award )
  - Prior year end assessments
  - Annual reports
  - Responses to teaching and/or year end assessments (if any)
  - Letters giving reasons for non assessments (if any)
  - Any other relevant material in the PCF

- Matters of discipline arising out of teaching, service and/or SRC performance
- Any complaint and/or appeal with regard to any disciplinary action (at the member's request)

### **Acting Assistant Professors (Article 4.5.E.7)**

- The DEC is required to conduct year end assessments in each year of an acting assistant professor's employment. Acting assistant professors will be evaluated for teaching and service in a similar manner as pre-tenure faculty members; however, the only SRC requirement for the pre-tenure faculty member during their acting time period is the completion of the terminal degree. The DEC may comment on the member's SRC accomplishments if reported by the pre-tenure member. The teaching and service requirements are the same as would normally be expected of pre-tenure faculty members.

### **INTERMEDIATE REVIEW (ARTICLE 5.A.9)**

- The intermediate review is a substantive assessment of the pre-tenure faculty members' performance, in each area of responsibility: teaching, SRC, and service, during the probationary period to date and provides the member with constructive feedback on how they are progressing towards satisfying the criteria for tenure.
- The purpose of this intermediate review is to provide clear and constructive feedback to pre-tenure faculty members on their progress towards tenure in a timely enough fashion so that pre-tenure faculty members can make final adjustments to their performance in the remaining terms before tenure. For this reason, the intermediate review report should make a clear statement as to whether the member is on track for tenure and should also describe clearly areas of concern with recommendations for how they should be addressed.
- For pre-tenure faculty members with a six-year, five-year or four-year probationary period the DEC will complete an intermediate review by June 15 of the third year of a faculty member's probation.
- The review is completed in the same manner as the year end assessment report. It shall include an assessment of their third year as well as an overall assessment of their performance over the first three years.
- The Chair of the DEC shall submit the intermediate review report to the Chair/Director, the pre-tenure faculty member, the Dean, and the Association by June 15 of the third year of a faculty member's probation
- The pre-tenure faculty member may respond to the DEC in writing within 6 weeks of receiving the intermediate review. The DEC does not reply to this response.

- In order to prepare the intermediate review, the DEC shall have access to the following information contained in the pre-tenure faculty member's PCF:
  - Letter of appointment
  - Teaching assessments
  - Faculty course survey results submitted by the pre-tenure faculty member (only frequency distributions for the responses to each of the questions in the Faculty Course Survey and any other distribution of the summary results the member may wish to provide, consistent with [Arbitrator Kaplan's June 2018 award](#))
  - Prior year end assessments
  - Annual reports
  - Responses to teaching and/or year end assessments (if any)
  - Letters giving reasons for non assessments (if any)
  - Any other relevant material in the PCF
  - Matters of discipline arising out of teaching, service and/or SRC performance
  - Any complaint and/or appeal with regard to any disciplinary action (at the member's request)

### **NORMAL TENURE REVIEW (ARTICLE 5A.10)**

- The pre-tenure faculty member can elect to be reviewed for tenure commencing May 1<sup>st</sup> of the fourth probationary year. This request is to be in writing to the Dean no later than March 31<sup>st</sup> of the fourth probationary year.
- A pre-tenure faculty member with a reduced probationary period may request for reversion to the normal six year probationary period. This request is to be made in writing to the Dean by March 31<sup>st</sup> of the term that normal tenure review would normally begin.
- By May 1 the pre-tenure faculty member should consult with the Chair/Director (or the Chair's designate – who must be a member of the DEC) to ensure his/her tenure dossier is as complete as possible.
- By May 17 the pre-tenure faculty member shall submit the SRC portion of his/her dossier, including the names of five potential external referees, as specified in Article 5A.8, to the DEC. All other portions of the candidate's tenure dossier, including the year-end assessment for the year just completed, as well as any responses to that assessment, shall be submitted by the member by August 1st. Please note that the pre-

tenure faculty member's submission ought to include their Intermediate Review. If the Intermediate Review is not provided to the DEC, the DEC may find this document in the member's PCF. The DEC can find any missing documents that are not included in the pre-tenure faculty member's dossier submission in the member's Performance and Conduct File. The DEC which holds office on September 1, following the submission of the tenure dossier, is responsible for the evaluation of the candidate's tenure dossier, including the reviews from the external assessors.

- In their tenure dossier, the pre-tenure faculty member shall include the names of five potential external referees who are tenured faculty members and/or experts in the pre-tenure faculty member's discipline. After consultation with the DEC that holds office at the time that the pre-tenure member submits the SRC portion of their dossier, the Dean shall choose at least two external referees from this list. Evaluative letters will be solicited from three external referees. If the third referee is not from the candidate's list, in consultation with the DEC, the Dean will provide the candidate with an additional list of potential referees that the Dean will choose from. The candidate will have the opportunity to review this list and make an objection in writing, which the Dean will consider.
- The Dean solicits evaluative letters from the external referees. The request shall state the tenure action under consideration, the deadline for their response and the referee will be provided a copy of Article 10.13 of the Collective Agreement, a copy of the candidate's CV and the SRC component of their dossier. The external referees shall be asked only to assess the candidate's SRC performance.
- The Dean will provide the external referees' evaluative letter to the new DEC when it comes into office on September 1st. If an external referees' assessment is not available by the time the DEC meets to consider the candidate's file the assessment shall not be considered by the DEC or by any subsequent level.
- The tenure decision is to be based only on material in the tenure file and the candidate will have the opportunity to respond to any material placed in the file.
- All communication between the DEC, FTC, VPFA and the member shall be added to the member's tenure file. Solicitation of information or requests for clarification shall be made in writing and copied to the candidate.
- The pre-tenure faculty member's submission should include only the frequency distribution for the responses to each of the questions in the Faculty Course Survey and any other distribution of the summary results the member may wish to provide to the DEC and FTC. Ignore any previous reference to averages of FCS results and answers to Question 15.

Teaching effectiveness is assessed in the following ways:

1. Based on a comprehensive teaching dossier;

2. On the basis of teaching assessments of in class performance (or assessments of other modes of delivery, such as practicums) carried out by DEC members or tenured faculty members;

Faculty Course Survey results, as approved under the collective agreement, [http://ryerson.ca/teaching/fcs/fcs\\_instructors/index.html](http://ryerson.ca/teaching/fcs/fcs_instructors/index.html), and modified by Arbitrator Kaplan's June 2018 award, are only used to obtain student opinion about student educational experience. The Faculty Course Survey can be found in Appendix F of the Collective Agreement.

The frequency distribution of the responses to all 14 questions of the Faculty Course Survey are submitted to the DEC and FTC. However these responses can only be used to review student opinions about their own student educational experience. In the pre-tenure faculty member's tenure dossier, they may use the FCS results as it relates to student experience only and not with respect to teaching effectiveness. DEC and FTCs are instructed to review the pre-tenure faculty member's FCS submission only in the context of student experience and to disregard any references to teaching effectiveness. This applies to all materials contained in the tenure dossier including materials submitted by the pre-tenure faculty member, as well as the text of earlier annual assessments by the DEC.

With respect to educating faculty members about his award, Arbitrated Kaplan provided the following:

“With proper contextualization and consideration of the possibility of bias (e.g. where questions are subjective in nature), FCS results may be used to assess the following aspects:

- Student Educational Experience
- Whether students were treated with fairness and respect (Article 7.3.B) [See also Question 9 and Article 7.3B “Consistent with Article 11 (Academic Freedom), faculty members shall make every attempt to create an equitable, diverse and inclusive atmosphere of mutual respect in which students may learn. Faculty members shall make every effort to stimulate intellectual curiosity and enthusiasm for learning.”
- Whether the class met as scheduled and on time (Article 10.12.A.4 and FCS Question 10)
- Whether faculty were available during office hours (Article 10.12.A.3 and FCS Question 12)
- Whether the Course Management Policy was adhered to with respect to providing feedback in response to student work (Article 7.3.F, FCS Questions 5 & 7)

- The pre-tenure faculty member has the right to address the DEC concerning his/her record of employment prior to the DEC conducting its normal tenure review, but this is an entirely voluntary process that should be initiated by the pre-tenure faculty member and not the DEC
- The DEC shall assess the faculty member using the following criteria:

Demonstrated capacity for, achievements in and commitment to these components of the duties and responsibilities described in Article 10.12 A, 10.13 and 10.14 of the RFA Collective Agreement:

- Teaching
- SRC
- Service

The pre-tenure faculty member may also be assessed in terms of:

- The faculty member's obligations as per Article 7.3 of the RFA Collective Agreement.
- Satisfaction of conditions of probation as specified in the faculty member's letter of appointment.
- The faculty member's progress in overcoming weaknesses identified in their year-end assessments and intermediate review.

Any deficiencies shall be identified and explained in specific terms, supported by concrete examples, and conveyed in writing in such a way that the pre-tenure faculty member can formulate a response or rebuttal if he/she desires.

Assessment of the candidate's SRC and teaching will take into account the principles of equity, and the diversity of the academic and professional disciplines, including the diverse career paths, ways of knowing and forms of communicating knowledge.

- The DEC shall meet and deliberate on the file in September. The DEC is expected to make a tentative recommendation in writing to the faculty member for comments no later than the end of the second week of the second term of the probationary year by September 30<sup>th</sup>. This will include anonymized copies of the external referee reports. The DEC is expected to provide a detailed rationale of its recommendation. If there is disagreement within the DEC, they will provide the votes (excluding names) and an explanation of the disagreement. If the member wishes to respond they shall provide their comments in writing within two weeks of receipt of the DEC's recommendation. The DEC may modify its letter after taking into account the member's comments. It may change its comments on matters contained in its original draft, and it may respond to

issues raised in the pre-tenure faculty member's response, but it may not introduce completely new issues. Within two weeks of receiving the member's comments the DEC shall provide their final recommendation to the Dean and the FTC. The member has two weeks to comment, in writing, on the DEC's final recommendation to the Dean.

- The DEC may:
  - Recommend transfer to the tenured faculty
  - If the DEC believes that the candidate does not presently meet the criteria for transfer to the tenured faculty, but that there is a good expectation that he or she would do so with additional time, the DEC may recommend a two-year extension to the probationary period.
  - In the case where a pre-tenure faculty member is being considered before the normal six-year term because the member's letter of appointment specified a shorter probationary period, and the DEC concludes that the pre-tenure faculty member does not presently meet the criteria for transfer to the tenured faculty, the DEC may recommend to the Dean (not the FTC) that the pre-tenure faculty member revert to a regular six year tenure period. If this recommendation is accepted, the next tenure review will be considered a "normal" tenure review. Refer to article 5A.10.J for details.
  - That employment be terminated.
- The pre-tenure faculty member may respond to the DEC in writing within two weeks of receipt of the DEC's recommendation.
- The DEC can choose to modify its recommendation taking into consideration the comments of the pre-tenure faculty member. It may change its comments on matters contained in its original draft, and it may respond to issues raised in the pre-tenure faculty member's response, but it may not introduce completely new issues.
- The DEC will provide its final recommendation to the Dean and the FTC, including the pre-tenure faculty member's full dossier and any other relevant material, with a copy to the pre-tenure faculty member.
- The pre-tenure faculty member has two weeks to comment, in writing, to the FTC on the DEC's final recommendation.
- Where the DEC is recommending termination or an extension of two years, the pre-tenure faculty member shall have the right to address the FTC regarding his/her record of employment.
- The FTC shall meet within three weeks of receipt of the pre-tenure faculty member's response, or the lapsing of the interval in which the member can respond, to review the tenure file. This includes:

- the dossier;
- the DEC's written recommendation;
- the pre-tenure faculty member's response(s), if any, to the that recommendation;
- the external referee reports
- Should the FTC have no questions they will have a further one week to issue their written recommendation, including their rationale, to the VPFA, with a copy to the member and the DEC.
- If the FTC has questions of the DEC they will ask those question in writing, copying the pre-tenure faculty member, within three weeks of receipt of the pre-tenure faculty member's response to the DEC recommendation (or lapse of the interval in which the member can respond). The DEC will respond to the FTC, in writing, with a copy to the pre-tenure member, within two weeks of receiving such questions. These communications are added to the tenure file and copied to the candidate who will have two weeks from the date of the DEC's response to respond.
- If the DEC has recommended immediate transfer to tenure or an extension, the FTC can recommend:
  - That an extension be granted, or
  - That the member be transferred to the tenured faculty
- If the DEC has recommended that tenure be denied and that the member's employment be terminated, the FTC can recommend:
  - That the member be transferred to the tenured faculty, or
  - That an extension of two years be granted, or
  - That employment be terminated.
- The FTC issues its written recommendation within two weeks of receipt of the DEC's response or the pre-tenure faculty member's response, whichever is later. This recommendation is sent to the VPFA and copied to the member and the DEC.
- The pre-tenure faculty member and the DEC will both have an opportunity to provide comments. If either wish to make comments they shall provide their comments to the VPFA within two weeks of receiving the FTC's recommendation. Requests for extensions will not be unreasonably denied.
- If the VPFA does not require additional information he/she shall make a final decision in writing within four weeks of receipt of the pre-tenure faculty member's response (if there is any).

- If the VPFA requires additional information he or she shall write to the DEC, FTC, or member within these four weeks, with a copy to the other parties and the Association. The DEC and/or the FTC and the member will have two weeks to respond. Any response from the DEC or the FTC shall be copied to the member and the Association. The member will have two weeks to respond to the VPFA with respect to the FTC and/or DEC responses.
- The VPFA will make the final decision within two weeks of receipt of the last written response from the DEC, the FTC, or the member. The decision, including rationale will be sent to the member, and copied to the DEC, the FTC, and the Association.
- The decision of the VPFA will be one of the following:
  - Transfer to the tenured faculty;
  - Extension of two years of probations; or
  - That employment be terminated.
- If the DEC and FTC have both recommended termination, the VPFA may:
  - Terminate the faculty member's employment, or
  - Transfer the faculty member to the tenured faculty, or
  - Extend the probationary period for two years
- In every other scenario, the VPFA may:
  - Transfer the faculty member to the tenured faculty, or
  - Extend the probationary period for two years.

#### **Faculty Members with Reduced Probationary Periods (Article 5A.10.J)**

- If the pre-tenure faculty member with a reduced probationary period is being considered for tenure, the DEC may recommend to the Dean (not the FTC) that the pre-tenure faculty member revert to the normal probationary period if it concludes the candidate does not presently meet the criteria for tenure.
- If the Dean makes a decision to revert to the normal probationary period, the next review for tenure is considered a Normal Tenure Review.
- In such cases, the DEC will draft a letter to the faculty member containing a review of their progress and make recommendations to improve the members prospect for tenure.
- If the Dean makes a decision not to revert, the DEC makes a recommendation to the FTC. The FTC follows its normal process in considering tenure recommendations.

## FINAL TENURE REVIEW (ARTICLE 5A.11)

- Final tenure review applies when a pre-tenure faculty member has been extended as a result of his/her normal tenure review.
- The pre-tenure faculty member shall submit his/her tenure dossier, as specified in Article 5A.8, to the DEC no later than two and a half months before the end of the extended probationary period. Please note that the pre-tenure faculty member's submission ought to include their Intermediate Review and Normal Tenure Review. If the Intermediate Review and Normal Tenure Reviews are not provided to the DEC, the DEC may find these documents in the member's PCF. The DEC can find any missing documents that are not included in the pre-tenure faculty member's dossier submission in the member's PCF.
- The pre-tenure faculty member's submission shall also include in their dossier the names of five potential external referees, as articulated in the Normal Tenure Review process found in article 5A.10.C.
- The pre-tenure faculty member's submission should include only the frequency distribution for the responses to each of the questions in the Faculty Course Survey and any other distribution of the summary results the member may wish to provide to the DEC and FTC. Ignore any previous reference to averages of FCS results and answers to Question 15. Please note that FCS results cannot be used to assess teaching effectiveness but can be used in assessing student educational experience.
- If the VPFA, on the recommendation of the DEC, has determined teaching is satisfactory and not the cause of the extension, the requirement for additional teaching assessments may be waived. Otherwise, the DEC will conduct one or two teaching assessments in each semester of the extension.
- The process for consideration by the DEC, FTC and VPFA is the same as in the Normal Tenure Review, except as noted below:
  - The DEC and the FTC may not recommend an extension of employment, and the VPFA may not grant an extension.
  - The DEC and the FTC may recommend either transfer to tenure or termination of employment, and the VPFA may decide upon either.

## DEVIATIONS FROM NORMAL PROBATION

### Administrative Probationary Extensions (Article 5A.7.B)

Occasionally a pre-tenure faculty member may receive an "administrative" extension to their probation. The pre-tenure faculty member is obligated to inform their Dean/Chair of the requirement for an "administrative leave". These extensions are granted to the pre-tenure faculty member by the university, often for medical reasons or as a result of a legislative

protected leave, (e.g. Parental Leave) to compensate the pre-tenure faculty member for time spent on leave. The terms of these extensions are contained in a Memorandum of Understanding entered into by the pre-tenure faculty member, the University and the Ryerson Faculty Association which can be found in the pre-tenure faculty member's PCF. These extensions typically insert a hiatus in the probation during which no assessments take place and during which there is no expectation of teaching, SRC or service productivity. At the conclusion of this hiatus, normal assessments and expectations resume.

The DEC usually has no role to play either towards the granting of such extensions or during the extensions themselves.

The result of an administrative extension on a member's probation is to pause the probation process during the extension period. Nonetheless, accomplishments which come to fruition during this period should be assessed in the next year-end assessment.

### **Delay in conducting intermediate review or final tenure review**

In particular circumstances outlined in the Collective Agreement, the Vice-Provost, Faculty Affairs may delay a pre-tenure faculty member's Intermediate Review or Final Tenure Review and extend the length of his/her probationary period accordingly.

In such cases, the Vice-Provost, Faculty Affairs shall advise the DEC of the delay and its consequences on the assessment process.

### **"Off Step" Hires (Article 4.3.J & Article 5A.6.A)**

Faculty members hired between January 1st and June 30th are viewed as "off step" pre-tenure faculty hires. The University and the Association have agreed that pre-tenure faculty member's with an "off step" hire date will have the choice at the time of their appointment to have their probationary period end on June 30th at five and half years or June 30th at six and a half years so that they are placed on the normal tenure review cycle.

"Off step" hires still receive a year-end assessment in their first year (i.e. after six months). It is understood that because of the start date of these "off step" hires, such pre-tenure members will receive an additional year-end review in June of their first year of employment, even though they have not completed their first year of their pre-tenure period.

During the pre-tenure period, an out of step hire shall be assessed for teaching in their first year, and the total number of in-class teaching assessments shall range from 8-12 as outlined in Article 5A.5 of the Collective Agreement. As outlined in Article 5A.5 of the Collective Agreement, a pre-tenure faculty member has the right to one additional teaching assessment in any given semester of their pre-tenure period.

It should be noted that an out of step faculty member who opts for a five and one half year pre-tenure period may reach 12 in-class assessments before the end of their pre-tenure period.