



Tenure Stream Promotion Workshop

May 4, 2026

Welcome colleagues! We will begin at 1:32 p.m.



Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.



Section of a mural by Chief Lady Bird, Odinamaad and Dave Monday Oguorie on The Edwin Hotel on Queen Street East, Toronto. Photo by Barb Nahwegahbow

Agenda

Monday, May 4, 2026, 1:30 p.m. – 3:30 p.m.

1. Welcome and Land Acknowledgement (Max Mishler) – 1:30 p.m.
2. Presentation on Tenure Stream Promotion (Emma Phillips, Goldblatt Partners) – 1:40 p.m.
3. Q & A and Suggestions from Tenured Colleagues (Thom Dancer, Girish Daswani, and Emma Phillips) – 2:40 p.m.
4. Wrap Up and Next Steps (Max) – 3:00 p.m.



Academic Appointments

Policy and Procedures on Academic Appointments ("PPAA")

- Key document governing academic appointments and important milestones such as interim review and tenure review

Other sources of information:

- Academic Administrative Procedures Manual
aapm.utoronto.ca
- PDAD&C Memo 134
- Divisional Guidelines for the Assessment of Teaching Effectiveness

6 Year Clock



The Tenure Clock

Early Reviews and Extensions

- Requests for early review and extensions are subject to Provostial approval.
- Requests can be made with respect to either the interim review or the tenure review.
- Contact UTFA for assistance in making these requests, or to discuss your circumstances.

Candidates may make a written request for a delay in the interim review or consideration for tenure based on pregnancy and/or parental or adoption leave or serious personal circumstances beyond their control such as illness or injury or damage to their research facilities. Delays may be granted for one year but no more than 2 years with the approval in writing of the Vice-President and Provost. Written requests by a candidate for further delays based on the provisions of *Ontario Human Rights Code* as amended from time to time (the “Code”) will be considered by the Vice-President and Provost on a case-by-case basis, it being understood and agreed that such requests must be made by the candidate in writing at the earliest opportunity in the interim review or consideration for tenure process (i.e. as soon as a candidate knows or reasonably ought to know that their interim year review or consideration for tenure may warrant a delay based on the provisions of the Code.)

PDAD&C Memo #56

In response to significant challenges for pre-tenure faculty with respect to research and teaching, any faculty may request a one-year delay in their timeline to tenure on the grounds of “serious personal circumstances beyond their control” associated with the current COVID 19 situation.

See Memo #56 for details about the process for requesting a delay.



Interim Review Process

- Review begins no earlier than **May 1** of the third year
- No later than **June 30** of the third year, candidates should be notified to submit an account of the research and/or CPA
- No earlier than **August 31**, candidate to complete submission.
- Written decision communicated to candidate by **November 30** of the fourth year.

Interim Review - Procedure

Unit Head should arrange to have the following made available to the Review Committee:

- Updated CV (supplied by candidate);
- Account of scholarly work and/or creative professional activity completed or undertaken in the time since the appointment (supplied by the candidate);*
- Student evaluations for all courses taught by the candidate; (note COVID opt-out)

PDAD&C Memo #65

Note on Student Course Evaluations:

“Any faculty member or librarian teaching a course that normally includes in-person classes in the period during which physical distancing measures were in place and in-person classes could not continue (beginning March 16, 2020 and ending August 30, 2020), may determine whether or not the student course evaluations for courses taught in that period may be relied on in any academic review process, including the PTR process, and that no adverse consequences will flow from a decision not to consider those course evaluations.”

Note: The Covid LOU negotiated between UTFa and the Administration extended the opt-out period to cover courses taught in the 2021-2022 academic year. See section 5.2 of the Covid LOU.



Interim Review Procedure (Cont'd)

- Where available, signed opinions of individual students (or in the alternative emails);
- Written comments from colleagues acquainted with the appointee's teaching or scholarship;
- Other materials as required by the committee (e.g. teaching statements).

Interim Review

The committee must write a report to the Chair or Dean, answering the following two questions:

- (i) Has the appointee's performance been sufficiently satisfactory for a second probationary appointment to be recommended?
- (ii) If reappointment is recommended, what counselling should be given to the appointee to assist him or her to improve areas of weakness and maintain areas of strength?

Interim Review

*A note on scholarly activity: “lack of substantial achievement in this area since appointment should not, *in itself*, be a cause for non-renewal of the contract.”
(PPAA section 8, emphasis added)

Interim Review

- The committee's report makes a recommendation to the Unit Head, who makes the decision on the renewal of the contract.
- If unsuccessful, consult UTFA about appeal options.
- Questions on interim review?

Following a Successful Interim Review

- Appointees granted a renewal will receive an additional two-year contract.
- You are entitled to **request** an adjustment to your workload assignment for one academic term in order to prepare for your tenure review and address any advice received in the interim review.
- **Normally this term will not include assigned teaching or service;** but the term may include assigned teaching, with the candidate's agreement, in order to address advice received in the interim review.

The Criteria for Tenure

“Clear promise of future intellectual and professional development must be affirmed for tenure to be awarded. Demonstrated excellence in one of research (including equivalent and creative or professional work) and teaching, and clearly established competence in the other, form the second essential requirement for a positive judgement by the tenure committee.”

(PPAA Section 13)

In other words:

One of:

- Excellence in both teaching and research
- Excellence in teaching, competence in research
- Excellence in research, competence in teaching (Note: “Research” also means CPA)

And:

- Clear promise of future intellectual and professional development

A note about CPA:

Hollenberg Report:

- “a parallel, equivalent and clearly alternative criterion to that of...conventional research work.”
- “Creative excellence in the arts...requires sustained activity which is judged excellent by peer review and establishes the artist's reputation for excellence within and outside the University. Judgment should be made with reference to appropriate awards and prizes; invited performances, stagings and exhibitions; wide public recognition.”
- “Professional innovation consists of an invention and/or development of a technical or conceptual innovation that has an influence on the practice of the profession, and that is published, publicized, or otherwise recognized in a way that makes possible its evaluation by practitioners...”

www.aapm.utoronto.ca/wp-content/uploads/2017/09/hollenberg-report.pdf



How Do You Get There?

- Notification
- Assembly and Submission of Documents
- Identification of Externals
- Formation of the Tenure Committee and Internal Evaluation Committees
- Internal and External Appraisals
- Tenure Committee Meeting and Deliberation
- Recommendation to the President
- President's Decision



Notification

First notification no later than June 30 of the year preceding the review (5th year, assuming no delay).

- Minimum of 6 weeks between notification and submission of dossier (not to be due before July 1).
- Includes information about: assembly of documents, PPAA language, divisional guidelines and procedures to be used to evaluate teaching, list of required documents to be provided by candidate.

Second notification early fall of the 6th year

- Includes detailed information about the review process, proposed tenure committee members, dates of tenure committee meeting.

Assembly and Submission of Documents

Candidate will provide:

- Updated and complete CV
- Teaching Portfolio
- Research Portfolio
 - All published and unpublished evidence of scholarly activity
 - Evidence of CPA if applicable – see Divisional Guidelines
 - Note on work in progress
- List of collaborative work annotated re: contribution
- List of potential External Referees

Preparing Your Teaching and Research Portfolios

- First notification letter will give you guidance on timing
- Documents in your package from CTSI
- Collect information and document as you go
- Start early - it will take longer than you think!
- Seek assistance:
 - CTSI offers workshops and individual assistance (lead time required);
 - Colleagues/Mentor/Chair

Assembly and Submission of Documents

Chair will provide:

- Assessments by externals
- Reports of the internal committees assessing teaching and research
- Letters from Students
- Student course evaluations (note COVID opt-out)
- Any other documents required by divisional guidelines
- Statements from collaborators
- Comments from colleagues who have co-taught or collaborated

Identification of External Referees & Others

- Senior scholars in your field, arms-length
- Suggestions from the candidate
- Chair will also develop a list
- At least one from your list and at least one from the chair's list must be included
- Reviewers will review your research/CPA and provide a written assessment
- The reviewers should be specifically asked to comment on whether your work achieves the standard of excellence or competence

Tenure Committee

- Chair will provide a proposed list of tenure committee members:
 - The Chair of Department (multi-departmental divisions) or Dean (in single departmental divisions) will usually be the Chair of Tenure Committee
 - 7 or 8 members from your own or cognate unit, including the Dean of the School of Graduate Studies



Tenure Committee (cont'd)

- All members must currently hold tenure
- Opportunity to object in writing. If there is an objection, candidate will be notified of final membership, with subsequent changes approved in writing by the candidate.

Internal Reading Committee

Normally a minimum of two tenured faculty members who are not part of the tenure committee and who have never acted as a supervisor, collaborator or co-author with the candidate.

Duties of Internal Reading Committee:

- Review all scholarship. Not privy to other assessments.
- Must prepare a report and make an assessment as to excellence / competence.

Internal Teaching Committee

Normally a minimum of two tenured faculty members who are not part of the tenure committee and who have never acted as a supervisor, collaborator or co-author with the candidate.

Duties of Internal Teaching Committee:

- Review and assess teaching in accordance with Divisional Guidelines.
- Some guidelines mandate a classroom visit; advance notice is best practice.
- Must assess the candidate as both an undergraduate and graduate teacher.
- Must prepare a report and make an assessment as to excellence / competence.

Summary of Evidence

- Prior to the meeting of the tenure committee, candidate will receive a summary of the appraisals to be considered by the tenure committee.

Summary of Evidence (cont'd)

“The division head or chair shall prepare and provide a written summary of the content of the above appraisals and evaluation, without identifying their source, to the candidate at the time of submission of the dossier to the tenure committee normally at least one week prior to the first meeting of the tenure committee. It is important that the summary be sufficiently detailed that the candidate knows the evidence before the committee and could, if desired, supplement the dossier with a written response, or by appearing before the committee to make a statement. The summary should include extracts of any significant information from all letters and reports while maintaining confidentiality.”

Meeting of the Tenure Committee

- Committee must meet in person; quorum is the full membership.
- Committee may recess for additional information.
- A positive recommendation requires at least five of seven (or six of eight) positive votes.
- Only two possible decisions: to recommend tenure be awarded or that tenure be denied.

Meeting of the Tenure Committee (cont'd)

- **If the committee is leaning toward a negative recommendation, extra step in the process:**
 - Committee must issue to the candidate a tentative negative with reasons
 - Candidate has opportunity to respond in writing and/or to appear before the committee
- Committee's recommendation goes to the President.
- If negative decision confirmed by President, see Part IV – Appeals Against Denial of Tenure.

The Tenure Decision

Committee makes final recommendation, candidate to be notified



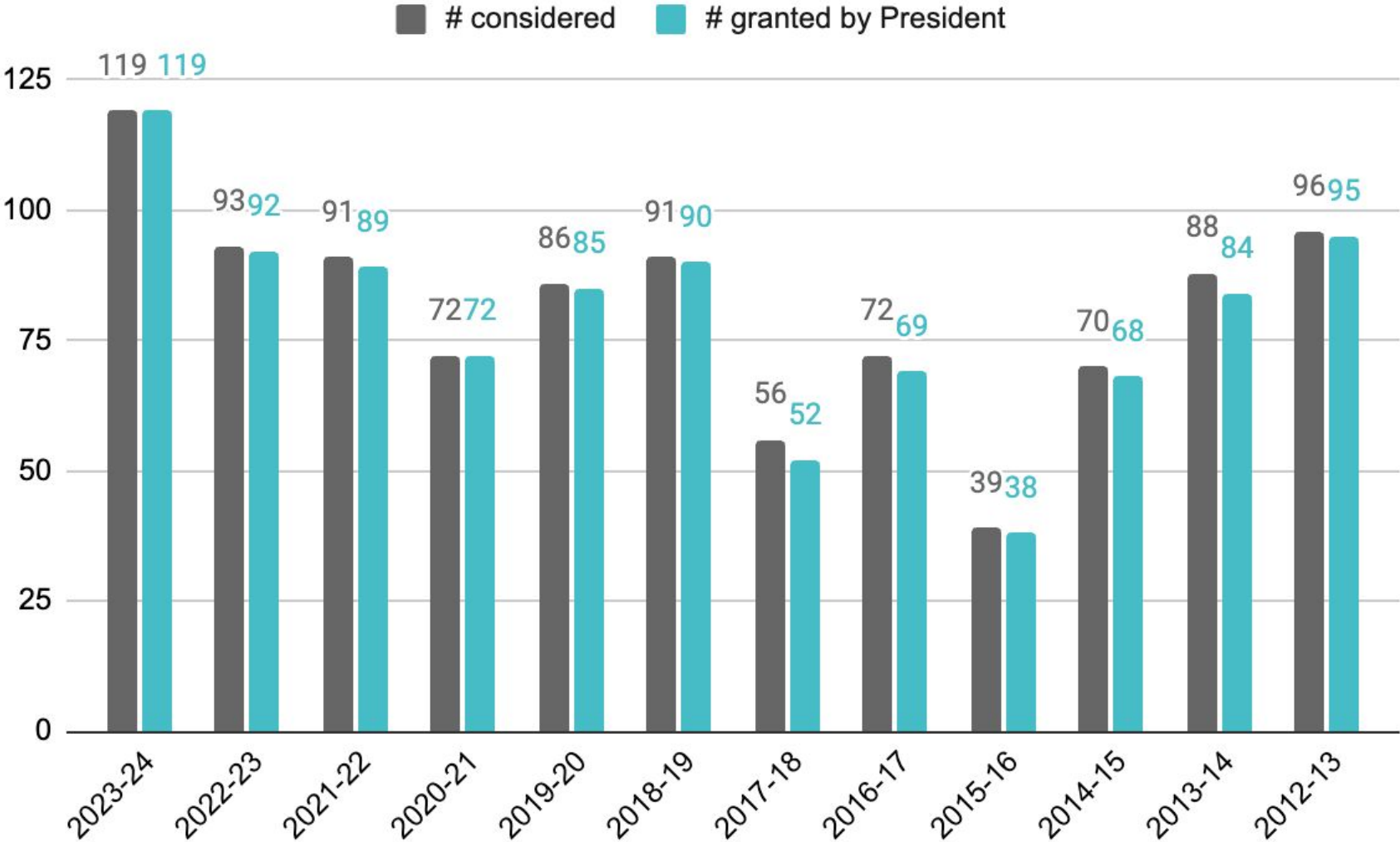
File goes to the Provost's office to be reviewed for completeness and process



File goes to the President for decision

Tenure Statistics

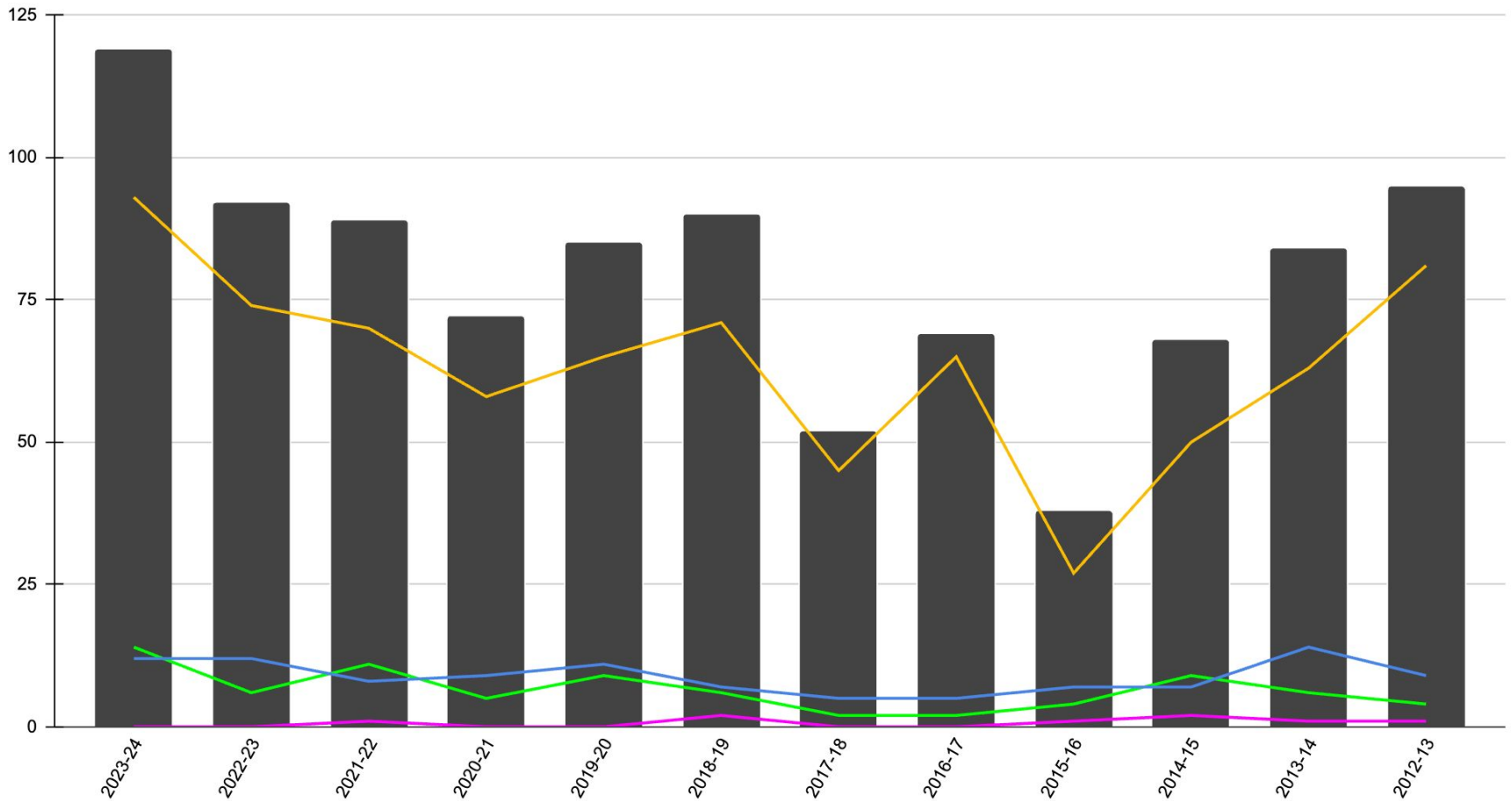
Total tenure files considered vs. granted by the President



Tenure Statistics

Trendlines in tenure granted by President

- # of candidates granted tenure by the President
- # of faculty who received tenure based on finding of excellence in teaching
- # of faculty who received tenure based on finding of excellence in research
- # of faculty who received tenure based on finding of excellence in both
- Appointments made at the rank of Professor with tenure



Q&A and Suggestions from Tenured Colleagues

Wrap Up and Next Steps

Contact Us

Email: advice@utfa.org

