



University of Calgary

Student and Academic Services

Policies, Procedures and Guidelines for Appointment, Evaluation and Promotion



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Student and Academic Services

1 GUIDELINES FOR PERFORMANCE EVALUATION

Student Affairs is an applied field of education that promotes students' personal, cultural, professional and academic development both in and out of the classroom. The field relies on the general body of theory and research findings in education and the social and behavioural sciences, and the basic functions of student affairs are teaching, scholarship and service. Academic staff within Student and Academic Services include: Counsellors, Director of the Counselling and Student Development Centre, Registrar, Director of the Native Centre, Instructor within the Native Centre, and Professor within the Disability Resource Centre. The evaluation of the Sexual Harassment Adviser will fall within these guidelines.

Student and Academic Services also supports the university's Academic Plan, "Raising Our Sights" and the importance of the student's experience. There is an institutional commitment in the Plan to ensure a high level of satisfaction with the educational experience students have. Individual performance, then, must focus on ensuring that the services received are both responsive to the needs

- **Directors, Registrar and Sexu**

1.1 Teaching

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 Manual 3.2.1]

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 APT 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 Manual 3.2.2]

Although the evaluation of teaching may not be based solely on evaluation 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 Manual 3.2.3]

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 Manual 3.2.4]

The University also recognizes the legitimate role

1.2 Scholarship

Research, scholarship, and other creative activities constitute a major University function. The primary concern of the individual and the University shall be the importance of high-quality work. [APT Manual 3.3.1]

These research activities shall be evaluated on a regular basis and shall normally be measured by the quality and pattern of the academic appointee's work, through media and outlets appropriate to each discipline for communication with peers. [APT Manual 3.3.2]

Research normally shall bear evidence of formal review by informed peers from the appropriate disciplinary or interdisciplinary community within and beyond the University prior to or as a result of presentation, publication, distribution, or exhibition. [APT Manual 3.3.3]

The agreed upon duties of Instructor I, II, Senior will not normally include research beyond the scholarship required to maintain currency in the field. [APT Manual 3.9.3, 3.10.3, 3.11.4]

In those Faculties that prepare students for professional practice, contributions to the discipline of that profession shall be deemed relevant to satisfying the research requirement provided that they are of high quality and are acknowledged contributions to the field, that they flow primarily from research, and that they have been subject to an informed peer review process and enhance the professional reputation of the individual and the University. [APT Manual 3.3.4]

The development of software and the creation of databases or the creation or entry of information into databases or contributions to program libraries shall normally be considered equivalent to research publication only if the results have been subjected to informed peer review

NOTE 1

Scholarly activity includes the creation, organization and dissemination of knowledge to peers in the academic/professional community. Scholarship may take many forms and the nature of student affairs work calls for scholarship, which combines trad

1.3 Service

Since the University is a community of scholars, largely responsible for its own governance, it is expected that each academic appointee shall make contributions in the area of service. Service shall be measured by the academic appointee's record of active participation in academic governance and development in matters relevant to the progress and welfare of the department or unit, the Faculty, and the institution. [APT Manual 3.4.1]

Service may also be measured by informed assessment of evidence of substantial contributions to activities such as service on editorial boards of disciplinary or interdisciplinary journals, on grant selection committees and adjudication panels of provincial, regional or national agencies, and similar professional involvement. [APT Manual 3.4.2]

Service may also be measured by substantial contributions to the general or professional community, the Province, and the Nation through the application of scholarly or professional knowledge and expertise. [APT Manual 3.4.3]

Other service to the community that flows from the discipline or accrues through other distinguished service to the University or the community may be acknowledged when it brings distinction to the University. [APT Manual 3.4.4]

Appropriate levels of service shall be expected of each rank. Nevertheless for individuals whose duties include teaching and research, the normal expectations for teaching and research cannot be fulfilled by service activity in the absence of written 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 Manual 3.4.5]

EVALUATION	CRITERIA
Excellent	Service here is exemplary in terms of the status that it confers upon the individual, or the distinction it brings to the university or to the profession. Exemplary service may also involve a special contribution to the department, Student and Academic Services, or distinction brought to the University of Calgary or the department through professional endeavours.
Very Good	Service is either extensive and/or of particular significance within the department, Student and Academic Services, University, profession, or community.

NOTE 2

Faculty members are expected to do their share of service, internally within departments, Student and Academic Services, and the University and externally, where appropriate, in professional organizations and the community. The University is a collegial system and it depends on the participation and contribution of its members.

NOTE 3

While service initiatives are encouraged, continued service shall be no less highly weighted but may be reviewed in terms of the individual's time commitment and continuing role within the service activity. This takes into account that the individual's commitment and contribution may actually increase as the service continues.

NOTE 4

It is important here that individuals not be penalized for a lack of service opportunities. It is up to individuals to demonstrate their availability and a reasonable effort to be involved in suitable service activities.

NOTE 5

Community liaison is considered a service within Student and Academic Services. Community liaison can include activities in which the profile of the unit is increased with respect to "on and off" campus communities. Individuals can outline the various activities that focus on essential relationship building as it relates to their respective positions and to their units. Such activities can include, but are not limited to, participation in internal and/or external committees, community meetings, and important off-campus gatherings.

NOTE 6

Partnership Building is considered a service within Student and Academic Services. Partnership building can include activities such as participation in meetings, networking, or correspondence related to 1) fundraising for programs, courses, or special projects and/or 2) the pursuit of partnerships with internal or external organizations or units.

2 CRITERIA FOR VACANCIES, NEW APPOINTMENTS, AND APPOINTMENTS

2.1 Vacancies and New Appointments

Procedures for filling vacancies and new appointments in Student and Academic Services will follow

3 PROCEDURES FOR MERIT REVIEW AND PROMOTIONS

3.1 Membership of the Student and Academic Services Promotions Committee (SASPC)

The Student and Academic Services Promotions Committee (SASPC) is an advisory committee of the Associate Vice-President (Student Affairs) and shall be composed of the following members:

- a) Associate Vice-President (Student Affairs), Chair (voting in case of a tie only);
- b) All Directors who are academic board appointees (2) (voting);
- c) One member appointed by The University of Calgary Faculty Association (non-voting);
- d) One or more members of the continuing academic staff (voting) designated by the Associate Vice-President (Student Affairs) (2); and
- e) One student member appointed by the Vice-President (Academic) of the Students' Union (voting).

In determining membership, both genders will be represented among the voting academic staff members. [APT 6.4.3.]

3.2 Terms of Reference for the Student and Academic Services Promotions Committee

The regular assessment of the performance of all academic appointees of Student and Academic Services shall be reviewed by their Director in the first instance, and then by the SASPC. Directors, and other academic board appointees holding administrative responsibility, will be reviewed in the first instance by the Associate Vice-President (Student Affairs) and then by the SASPC. In these cases, SASPC will be chaired by a delegate of the Associate Vice-President (Student Affairs).

All recommendations that involve promotion in rank must be recommended by the appropriate Director to the SASPC, which will make recommendations to the Associate Vice-President (Student Affairs), who will in turn make recommendations to the General Promotions Committee.

3.3 Divisional Guidelines for Increments and Promotions

3.3.1. The Associate Vice-President (Student Affairs) shall make available the written guidelines on the manner in which the criteria for appointment, me

3.3.5

3.5 Operational Procedures

3.5.1 A Director may formally seek the advice of a unit Promotions Advisory Committee before submitting a recommendation for merit increment or promotion to the Associate Vice-President (Student Affairs) and the SASPC.

3.5.2 A Director may modify a recommendation of a unit Promotions Advisory Committee prior to taking it forward to the SASPC, but shall indicate to the affected academic board appointee in writing, that such an action has been taken.

3.5.3 All academic board appointees shall be informed, in writing, the nature of the recommendation carried forward by a Director or the Associate Vice-President (Student Affairs) to the SASPC.

3.5.4 All units will be expected to stay within the increment pool allocated to the unit.

3.5.5 The process of evaluation of academic board appointees begins in late **January**. Each full-time academic board appointee will be assessed and interviewed. The status and performance of each academic board appointee may be reviewed in a unit Promotions Advisory Committee chaired by the appropriate Director. A written assessment along with the recommendation for increment and promotion will be prepared by the Director for consideration by SASPC.

3.5.6 The assessment and recommendation will be conveyed in writing to each academic board appointee. The assessment will be signed by the Director or the Associate Vice-President (Student Affairs) as appropriate and the academic board appointee. The signature of the academic board appointee does not indicate agreement with the written assessment but only that it has been read and discussed by the Director or the Associate Vice-President (Student Affairs) as appropriate. The individual will receive a copy of this written assessment.

3.5.7 Any academic board appointee has a right to appeal the increment recommendation of a Director to the SASPC. The grounds for appeal shall be conveyed in writing to the Chair of the Committee (Associate Vice-President, Student Affairs) by the designated deadline for that year. Appeals against the recommendation of a Director must be directed to the SASPC in the first instance.

3.5.8 The SASPC, in determining whether a member of the academic staff has made a reasonable contribution to teaching, scholarship and service shall be sensitive to gender, cultural, social and administrative factors and recognize that these factors may influence career patterns. Each member of the academic staff, who wishes SASPC to consider the diversity of his/her career path, should submit a written explanation to the Associate Vice President (Student Affairs) and SASPC.

3.5.9 It is during the assessment process that promotion in rank is normally considered. The requirements for promotion must have been formally adopted in consultation with and approval of the Associate Vice-President (Student Affairs), the academic board appointee and the Director. It is recognized that units within Student and Academic Services may have differing rank structures appropriate to their function and roles. The assessment of merit for an individual being recommended for promotion shall be done on the basis of the evaluation of their performance in that reporting year. Once the increment is implemented, and if the promotion is approved, their salary will then be automatically adjusted (if necessary) by the University to bring their salary to the appropriate level for their position.

3.5.10 If an academic board appointee wishes to be considered for promotion, he/she shall submit a written application and relevant documentatin

considered judgment to be made. A recommendation concerning promotion shall be conveyed to each academic board appointee at the same time as the recommendation concerning increment.

3.5.11 A negative recommendation on promotion by a Director may be appealed to the SASPC. The grounds for appeal shall be conveyed in writing to the Associate Vice-President (Student Affairs) by the deadline for appeals for the current year. A curriculum vitae shall accompany the appeal.

3.5.12 In considering an appeal the SASPC is subject to sections 6.6.2 and 6.6.3 of “Procedures pertaining to the Appointment, Promotion, and Tenure of Academic Staff” (June 2001).

3.5.13 Any member of the Student and Academic Services Promotions Committee shall be absent during the discussion of that member’s own case.

3.5.14 All deliberations of the Student and Academic Services Promotions Committee and all information obtained in carrying out Committee responsibilities are deemed to be **confidential**.

3.5.15 Recommendations from the SASPC concerning merit increments and promotions will then be considered by the Associate Vice-President (Student Affairs). The recommendations of the Associate Vice-President’s (Student Affairs) will then be submitted to the General Promotions Committee. Each academic board appointee will be informed, in writing, of that recommendation.

3.5.16 Any academic board appointee has the right to appeal to the General Promotions Committee after they are informed of the recommendation of the Associate Vice-President (Student Affairs) if the recommendation of the Associate Vice-President (Student Affairs) is less favourable to the candidate than that of the Director or if an appeal of the SASPC has been denied. This appeal must be made in writing to the Chair of the General Promotions Committee, Vice-President Academic, by the appropriate deadline.

4 PROCEDURES FOR TENURE

4.1 Documentation

Special documentation required for tenure application (to be submitted with application form):

1. Updated curriculum vitae;
2. Relevant research/publication materials; and
3. Any other relevant material.

Procedures for the awarding of tenure will fo

4.3 Membership for the Academic Appointment Review Committee

The composition of the Academic Appointment Review Committee shall be as specified in APT 5.7.4.1.

An Academic Appointment Review Committee for Student and Academic Services shall be composed of:

- a. The Associate Vice-President (Student Affairs) or delegate who must not be the person who performed the functions of the Head set out in APT 5.6;
- b. Four academic appointees holding appointments with Tenure, at least one of whom must be from outside Student and Academic Services, all selected in a manner determined by the Student and Academic Services Council and set out in the Student and Academic Services Guidelines. The role of the external member of the Academic Appointment Review Committee shall be the same as that of other voting members of the committee [APT 4.3.7 a) iii].
- c. Up to two academic members appointed by the Associate Vice-President (Student Affairs);
- d. For each applicant, unless excluded by APT 5.7.5.6, the Head or equivalent who performed the functions of the Head set out in APT 5.6, 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. At least one participating student representative, selected by requesting the Vice-President

5 PROCEDURES FOR PROMOTION

5.1 Procedures for Promotion for Counsellors

Appointment to the rank of Counsellor normally requires the attainment of a Ph.D. or equivalent and evidence of successful counselling/teaching ability and appropriate professional activity.

Promotion within the rank of Counsellor is based upon evidence of overall Satisfactory to Excellent Performance in the areas of Teaching, Scholarship and Service.

5.2 Procedures for Promotion to Senior Counsellor

Appointment or promotion to Senior Counsellor is based on demonstrated superior performance in Teaching, Scholarship and Service reflecting the counsellor's history of weightings on these criteria. Appointment or Promotion is recommended on the basis of a summative assessment of the record of the candidate. This requires evidence of leadership or expertise in Teaching, Scholarly, or Service contributions/r/ice e, Ser t6(Seh)6.8(rv on)4.8(rv ont5 ons)/8.2(r)2'on nf.eerib / s()Tjd Servon 0012 3(gTJon 7 quiJ

- ™ Ability to counsel diverse client issues of varying levels of difficulty
- ™ Evaluations of counselling completed by clients
- ™ Examples of counselling materials developed
- ™ Materials demonstrating the ability to keep current with the literature on counselling practice and substantive areas within counselling
- ™ Submission of a counselling dossier
- ™ Viewing of counselling by the Director
- ™ Colleague or peer assessment
- ™ Student or Faculty comments

5.3 Procedures for Promotion for Instructor

5.3.1 Documentation

The following documentation is required for promotion through the ranks of Instructor:

1. Curriculum vitae
2. The Director's assessment of the appropriateness of the staff member's candidacy for promotion, a copy of which must be provided to the staff member. The assessment is to be his/her own evaluation of the candidate. The Associate Vice-President (Student Affairs) is responsible for ensuring that the Director (or equivalent administrative officers preparing this assessment) has access to the reports of internal referees when preparing their own assessment and recommendation. [APT 6.3.7]
3. The increment history at the University of Calgary (from the date of initial appointment or for five years whichever is the lesser) of the candidate for promotion is to be provided.

5.3.2 References:

- Inasmuch as teaching is a criterion for promotion to Senior Instructor, the associate Vice-President (Student Affairs) must ensure that the candidate's teaching effectiveness is known and has been evaluated and reflects that the indivi