

**CHAIR and DIRECTOR MANUAL**  
**on ACADEMIC HR**  
May 2021

**Office of the Vice-Principal, Academic and Dean**  
**University of Toronto Mississauga**



## TABLE OF CONTENTS

Introduction.....	1
Annual Academic HR Calendar.....	2
Budget.....	2
Complement Planning and Searches.....	2
Contractually Limited Term Appointments (CLTAs) and Limited Term Appointments (LTAs) .	4
Courses and Program-Related Information .....	4
Delays – Interim/Probationary/Tenure/Continuing Status Reviews.....	5
Mentorship Program.....	6
New Hires .....	6
Outreach.....	6
PTR Process.....	7
Promotions to Professor– Teaching/Tenure Stream .....	8
Research – Ethics and Grant Approvals .....	8
Reviews – Probationary and Continuing Status (Teaching Stream), Interim and Tenure (Tenure Stream).....	9
Status-only/Adjunct/Visiting Professor Appointments.....	13
Workload Policy .....	13
Other Duties .....	14
Suggested Readings .....	15

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## Introduction

The Chair and Director (hereinafter The Chair) of the department is responsible for providing both academic and administrative leadership to the unit. In doing so, the Chair advances the academic and research mission of the department, oversees management of the departmental budget, space allocation, and administrative staff, mentors faculty colleagues, serves as an advocate for their department, and liaises closely with the UTM Office of the Vice-Principal Academic and Dean (hereinafter Office of the Dean). In providing leadership, Chairs should work closely with the Department Manager and regularly consult academic and administrative staff members about departmental issues. Consultation and transparency are key to ensuring department members are well informed of department and divisional practices, policies, initiatives, etc. In support of consultation and transparency, the Chair should hold ‘regular’ department meetings (the frequency of department meetings varies widely across campus). The procedures followed by a Chair should be aligned with departmental practices and divisional and university policies.

The Office of the Dean provides support, mentoring, and, along with the Office of the Vice-Provost, Faculty and Academic Life (VPFAL), professional development opportunities to assist Chairs in carrying out their duties and responsibilities. In supporting Chairs and Departments, the Dean holds monthly meetings for Chairs and Institute Directors between September and June. Chairs are expected to attend monthly meetings as they represent an important collective forum for discussing upcoming deadlines, changes to policies/practices, new initiatives, etc. The Office of the Dean encourages new Chairs to consult mentors as appropriate. Chairs are also encouraged to contact the Office of the Dean with questions about policies/practice. In late June of each year, the VPFAL organizes a retreat for newly and recently-appointed academic administrators, which is more U of T broad and Policy driven. Our office holds an annual orientation session for new Chairs and Directors in early to mid-June which is specific to UTM.

The information included in the Department Chair Manual is not intended to replace departmental norms/practices. Rather, it is designed to provide Chairs with information, timelines, and best practices related to Divisional and University policies and procedures. If any information in the Manual differs from any official Divisional or University policy or procedure, the language of the official Divisional and University policy or procedure shall prevail. The manual can be saved and printed as needed.

## Annual Academic HR Calendar

Please consult the [Annual Academic HR Calendar](#) on the VPFAL site for dates. The calendar of activities provides a quick summary of the timing for academic human resource processes at the University of Toronto.

## Budget

Your department is provided with an operating budget for each fiscal year, which runs from May 1 to April 30. As Chair of the Department, you are the manager of this budget.

As Chair of the Department you should have regular meetings with your Business Officer/Department Manager to ensure you are kept abreast of pertinent issues as they relate to budget, space, and staffing. With respect to budget matters, by the outset of the fiscal year (May 1<sup>st</sup>), your Business Officer/Department Manager, with your input, should prepare a financial plan to utilize the various sources of funding available for priorities of the department/unit. It is a best practice to meet with your Business Officer/Department Manager on a monthly basis to understand the financial position of your department.

Please review the Annual Accountability Report (AAR) in advance to keep abreast of your responsibilities pertaining to financial and human resource management of your role. The AAR can be found here <https://finance.utoronto.ca/forms/accountability/>.

Whenever necessary, please contact Ciaran Graham, Director of Strategic Initiatives, Office of the Dean, and Keshani Wijesuriya, Director Academic Finance, Financial and Budget Services, to address any questions and/or concerns you may have pertaining to budget and financial matters.

## Complement Planning and Searches

The Office of the Dean will issue a call in early March for search requests for the upcoming academic year. This also includes searches for CLTAs. Requests are normally due in early April. The rationale for each search request should link to the UTM Academic Plan and the Departmental Academic Plan. Sufficient detail is required so that complement planning decisions can be made taking into account the position's priority within the department and its priority related to other requests from other departments.

In planning your approved searches, please keep in mind the following:

- While the AAPM states that all faculty job advertisements must be posted for a minimum of **35 days**, at UTM we require that the length, given recent federal changes related to hiring non-Canadians, is **60 days**. Job advertisements must be posted in a minimum of **three Canadian sites and it is recommended that you advertise in at least five places. Canadian sites MUST advertise the full job description.** The Office of the Dean expects that departments will post job advertisements in places that ensure they will be seen by members of the four priority diversity groups. **Please ensure you leave enough time for**

**the approval process in the context of proposed closing dates.** While the Office of the Dean may approve search ads within 1-2 days, the Provost's office may take up to two weeks.

- The University of Toronto is proud to have a dynamic and diverse community of staff, faculty, alumni and students. We are committed to equity, diversity, and inclusion (EDI) in the hiring process, and strive to attract candidates from all designated groups in order to help shape the diversity within our campuses. Our HR and Equity offices work together to further equity in the recruitment, hiring, retention, training, and promotion of faculty and staff and to develop programs that engage under-represented faculty and staff across all three of our campuses.
- Many departments will submit approvals for faculty search committees and job ads in July/August to ensure early approval for a 60-day posting. In support of UTM's commitment to upholding standards of EDI, we strongly encourage Chairs to ensure diversity when establishing search committees. Establish search committees that are diverse in terms of social identities and (discipline) expertise and whose members are committed to proactive, fair, and equitable processes. We will send a request for changes if committees do not reflect diverse social identities and (discipline) expertise. All requests for approvals must be sent using the Dean's Academic HR website (<https://app.utm.utoronto.ca/academic-hr>).
- The Office of the Dean expects search committees to document the procedures they use to maximize the diversity of the applicant pool, the fairness of their procedures, and their outcomes.
- It is important that all members of the search committee are mindful of unconscious bias throughout the duration of the search (i.e., advertising, evaluating applicants, interviewing short-listed candidates, etc.). In support of this, the Office of the Dean provides training in unconscious bias for all members of the search committee including the Dean's representative.
- The Office of the Dean encourages departments to include within the application procedure a UTM-specific diversity and equity statement. The Office of the Dean has also compiled a list of potential places to advertise job ads in support of increasing diversity in the applicant pool. Please contact the office of the Vice-Dean, Faculty at [academichr.utm@utoronto.ca](mailto:academichr.utm@utoronto.ca) for a copy of the UTM-specific diversity and equity statement and the list of suggested places to advertise.
- While there are no policies regarding the size of a search committee, the committee should be sufficient in size and diversity to ensure a thorough review of the stated areas of expertise. There must be one graduate student representative on all Tenure search committees. We also expect the inclusion of undergraduate student feedback in the process.
- It is good practice when determining your short-list of candidates to keep detailed notes on the reasons for not shortlisting *ALL* applicants. If the Committee recommends hiring a non-

Canadian, a spreadsheet including the specific rationale for not short-listing each Canadian applicant must be submitted with all documentation.

- The Chair's Report is a new template created by the VPFAL office and in the search report, please also include: 1) the recommendation of the search committee; 2) the degree of consensus reached by the committee and the reason for the selection of the individual over other candidates on the short list; 3) a delineation of the ways in which the search committee informed itself of issues of diversity when developing the short list and preparing for the candidate visits; and 4) a description of special efforts taken to draw the position to the attention of the four designated groups (women, racialized persons / persons of colour, Indigenous / Aboriginal People of North America, and persons with a disability). For further information on the Appointment Dossier, please see: <https://www.aapm.utoronto.ca/academic-administrative-procedures-manual/recruitment/#report>

## **Contractually Limited Term Appointments (CLTAs) and Limited Term Appointments (LTAs)**

CLTAs are full-time (100%) academic appointments that are meant to address gaps in teaching that can only be covered by a full-time appointment. CLTAs teach two out of three terms and are expected to make service contributions to Departments. Provostial approval is required to search for a CLTA and departments are required to conduct a full search. Extensions to initial contracts may not exceed a total of five years. Regardless of the start date, notice of termination must be given by December 31 of the final appointment year. For more information and template letters of offer, consult the Academic Administrative Procedures Manual (AAPM) link: CLTAs

LTAs are part-time (not more than 75% FTE) academic appointments and are not meant to be long-term appointments but rather are intended to cover short-term gaps in teaching due to secondments/retirements/leaves etc. LTAs teach two out of three terms and are expected to make service contributions to Departments. LTAs do not require Provostial approval and a formal search is not required.

Call for submission of new or renewal of LTAs or renewals of CLTAs will be sent via email to Departments **in December for submission in January**.

For more information and template letters of offer, consult the [AAPM](#).

## **Courses and Program-Related Information**

Fall/Winter course offering information (courses to be offered, caps, who will teach) is normally due in early February, with their corresponding detailed timetable submissions due one month later, in early March. Thus, it is good practice to consult with faculty members/program advisors well in advance to determine course offerings and the need for sessional instructors, CLTAs and

LTAAs in the context of program requirements, sabbatical leaves, etc. See section on CLTAs/Part-time Appointments for more detailed information.

During the summer months, course enrolments for the upcoming year should be reviewed to give you ample time to address any issues (low enrolments, oversubscribed courses, increasing course caps due to waitlists adding new sections, etc.). We suggest using some of the key dates noted in the ‘Important Dates’ Resources section in Faculty and Staff Apps to monitor enrolments (dates when enrolment begins for students based on year of study, date when priority enrolment controls fall off, financial cancellation date, etc.). You can also find these key dates on the Registrar’s Office “Important Dates” page: <https://www.utm.utoronto.ca/registrar/important-dates>.

The Chair/Associate Chair (where relevant) is responsible for approving syllabi and final grades for all courses. The Chair/Associate Chair must sign off on all Description of Duties and Allocation of Hours (DDAH) forms.

Summer course offering information (courses to be offered, caps, who will teach) is normally due the beginning of January, with their corresponding detailed timetable scheduling submissions due at the end of January.

Course cancellation requests must be submitted to the Office of the Dean for approval. Such requests are evaluated in great detail in order to assess impacts on students and the broader implications. The various portfolios in the office are consulted to ensure that supports, if and when necessary, are explored. When submitting such requests, please provide a rationale for the request and measures that the unit will take to minimize/eliminate any negative impacts on the students. Course cancellations should be avoided as best possible and are primarily only considered under extenuating circumstances.

Any formal changes to courses (descriptions, titles, contact hours) and programs must be approved by the various Divisional Undergraduate Curriculum Committees (i.e., Humanities, Social Sciences, Sciences). These committees meet three times per year (February, April/May, and October/November). Departmental curriculum committees should identify course and program changes/additions in advance of the Fall divisional undergraduate curriculum meetings. It is suggested that significant changes be brought forward early (February/April-May), providing time for proper consultation and discussions surrounding implications, leaving the Fall meeting to present minor/editorial changes. Following discussions at the Divisional Undergraduate Curriculum Committees, changes are then discussed at the UTM Academic Affairs Committee.

## **Delays – Interim/Probationary/Tenure/Continuing Status Reviews**

Faculty members may submit a written request for a delay in their review process based on maternity/parental/adoption leave or serious personal circumstances (e.g., COVID-19, illness, damage to research facilities, etc.). Requests must be submitted to the Chair of the department. The Chair will then provide a letter of support for this request. The Chair will transmit this request to the Office of the Dean. All requests for delays need approval from the VPFAL.

## **New Hires**

It is good practice to meet with new hires shortly after they join UTM to welcome them to the Department and UTM and to make them aware of important Departmental policies and practices. Please note that the Office of the Dean holds an orientation session for all new faculty members in July. Encourage your new faculty members to attend these orientation sessions. Please also encourage all new faculty members to attend the New Faculty Orientation sessions run through the VPFAL Office. These sessions are held in August of each year.

All new faculty hires must be assigned a mentor (see below). It is important for Chairs and mentors to have conversations early on with new faculty members regarding Interim/Probationary reviews (e.g., expectations, timing, guidelines regarding the assembling of information in support of the teaching and research dossier, etc.) and to continue to have conversations with faculty members as they work towards Continuing Status/Tenure reviews.

## **Mentorship Program**

It is important to assign a mentor to new faculty members and it is equally important to select mentors who are reasonably well-versed and current with university policies. Studies indicate that people who receive mentoring are more productive and feel more connected to their peers and to the larger institution than those who are not. Some departments will assign two mentors (one for research and one for teaching). Mentors do not need to be in the same field as the mentee nor in the same academic unit. Be sure to provide the Office of the Dean with the list of mentors assigned to each new hire. Consult the [Dean's website](#) for a description of mentoring responsibilities and template letters for new faculty and mentors.

You should assign a tenured faculty member to incoming tenure stream faculty and ideally an Associate or Full Professor, Teaching Stream faculty member to incoming teaching stream faculty. If you do not have an Associate or Full Professor, Teaching Stream in your unit, it is perfectly acceptable to assign one from another unit. If you assign a mentor from one of the other campuses, i.e. UTSG or UTSC, we would ask you to also assign a mentor from UTM as it is important that one of the mentors understands the UTM culture and campus. In some cases for tenure stream faculty, you might find it beneficial to assign a second mentor who has expertise in teaching, i.e. an Associate or Full Professor, Teaching Stream. It is also very important for the Chair to maintain regular contact with junior faculty and to make sure that a reasonable level of mentoring is in fact taking place.

## **Outreach**

The Campus holds a number of outreach events for potential students. During the month of October the campus hosts Fall Campus Day and during the month of March the campus hosts the March Break Open House. The dates for these events are usually announced well in advance. Departments

are expected to have representatives (faculty, staff, and students) who can speak about their various programs and meet with potential students at each of these events.

The Ontario Universities Fair (OUF) is normally held towards the end of September at the Toronto Convention Centre. The OUF draws more than 130,000 students, parents and educators over the three-day event (Fri-Sun). Departments are expected to have representatives attend each day.

*Convocation* - Convocation ceremonies represent a celebratory ‘rite of passage’ for our students – an opportunity to share academic accomplishments with their professors, mentors, fellow graduates, and loved ones. Please ensure you have at least one Departmental representative attend the Fall and Spring Convocation.

Please consider ways in which you can engage your faculty in these events. It is important to show that the department is involved and committed to student recruitment and student achievements. One method that might be used is to compile a list of faculty and assign these outreach events to the person on the top of the list. They then move down to the bottom of the list. This method spreads out the workload and also lets all faculty know that the department is committed.

## **PTR Process and Evaluation Criteria**

The Office of the Dean will send out a notice in mid-March reminding Departments to notify their faculty to submit their Annual Activity Reports, updated CVs, Paid Activity and Accountability reports, if applicable, to be submitted no later than April 30. All faculty members, including CLTAs/LTAs, must receive written notification from the Chair outlining the PTR process in the Department (i.e., criteria for evaluation, deadline for submission of materials, etc.) and membership of the PTR Committee. Some departments will invite faculty members to include a brief letter outlining/explaining research, teaching, and service activities over the past year.

- Department PTR Committees meet in May. The composition of the PTR Committee should be representative of the faculty complement (e.g., include both tenure stream and teaching stream; members representing different fields of study where relevant; include a mix of senior and more junior faculty members). The Committee should have at least **four members**, including the Chair of the Department.
- All members of the Department (full-time and part-time faculty) must be reviewed. The Chair must provide written feedback on research, teaching, and service (as appropriate for teaching and tenure stream). It is imperative that faculty members receive detailed feedback especially when they are not meeting departmental expectations. Feedback must state how faculty were ranked.
- The PTR spreadsheet and nominations for Dean’s Excellence Awards / Small Group Award are normally due in May to the Dean’s Office.
- Chairs and Business Officers will be notified of the date by which PTR letters must be distributed to faculty members. Normally letters must be distributed to faculty by July 1.

For more information, consult the UTM PTR Process – Guidelines and Best Practices <https://www.utm.utoronto.ca/dean/sites/files/dean/public/shared/Guidelines%20PTR%20Process%202017.pdf>

## **Promotions to Professor– Teaching/Tenure Stream**

The promotions process for tenure and teaching stream faculty is guided by the same steps and timelines. Please consult the Academic Administrative Procedures Manual ([AAPM](#)) for specific details for [tenure](#) and [teaching](#) stream faculty members.

The departmental chair, in consultation with a promotion committee, should consider the files of all Associate Professors each year and advise them on their suitability to move forward to promotion. The faculty member can also request being put forward for promotion by October 15 of the year.

The process for reviewing promotion files should be done in accordance with established practice in your unit. For units at UTM there is a departmental promotions committee which in some units consists of one tri-campus discipline-based promotions committee in which the UTM chair would participate, chairing the part of the meeting when the UTM candidate is considered. Chairs should consult with Graduate Chairs for tenure stream faculty regarding departmental norms surrounding the process of promotion within tri-campus departments.

There are 2 levels of review for a promotion dossier: a local review at the departmental or tri-campus level followed by a Tri-Campus Decanal Promotion Committee (or in some cases such a Decanal Promotion Committee).

For tenure stream promotions at least 6 external assessments are required and for teaching stream at least 5 external assessments are required. All assessments must be from international scholars at the rank of full Professor.

Once the department or campus-based committees have reviewed files and determined whom they wish to recommend for promotion, or if a faculty member requests promotion consideration, the Chair will move forward with the promotion review in accordance with established practice in your unit. It is important that these dossiers are complete and properly formatted before they are submitted to the Office of the Dean usually in early February. The Office of the Dean will prepare the documents to be given to the Tri-campus Decanal Promotion Committee.

The Tri-Campus Decanal Promotion Committee will evaluate the files each year and will notify candidates if they are successful or unsuccessful. Those candidates who are unsuccessful will be able to appeal this decision via their Chair at a later Tri-Campus Decanal Promotions Committee.

## **Research – Ethics and Grant Approvals**

Chairs are required to approve research ethics protocols and grant applications for faculty members in their department.

Faculty grant applications for CIHR/NSERC/SSHRC have various deadlines. Be sure that you are set up for review and approval of all department grant submissions on *My Research Applications* (MRA), an automated system for internal review and endorsement of research applications. Encourage faculty members who are planning to apply for funding to login to the MRA on-line system well in advance of the submission deadline to ensure that there are no problems with login credentials. In case of problems, consult the *My Research – Application User Guide*.

It is important that you review all grant applications and pay careful attention to any departmental commitments to funding/space etc. in support of any grant submitted.

We encourage all new faculty members to apply for the *Connaught New Researcher Award*, which is normally due at the beginning of **December**. The Chair is required to write a letter of support for all applications to this competition.

Regarding Ethics Protocols – new faculty members are not always set up on MRA to create new protocols. If they are not set up, the Chair must send a letter of request to the RAISE Helpdesk ([raise@utoronto.ca](mailto:raise@utoronto.ca)) on behalf of the faculty member. Please note that Teaching Stream faculty members are generally not by default set up to be Principal Investigators. If a teaching stream faculty member requires access, the Chair must make a request to the UTM Vice-Dean, Faculty. See [guidelines](#) and [submit the MRA Access Form to the Dean's Office for approval by VPFAL](#).

## **Reviews – Probationary and Continuing Status (Teaching Stream), Interim and Tenure (Tenure Stream)**

### *Probationary Review – Teaching Stream*

The probationary review for teaching stream faculty members takes place between May 1 of the third year of the contract and December 31st of the fourth year of the contract. For specific guidelines, please consult the [AAPM](#).

- While the faculty member must be notified **no later than May 1** of the third year of the upcoming review, Chairs and mentors should have ongoing conversations with teaching stream faculty members about the probationary review process and deadlines. The dossier is normally not submitted earlier than **June 30**.
- Similar to the Interim Review for tenure stream faculty members, the Chair of the Department establishes the Probationary Review Committee, which is chaired by a designate. The Committee membership **does not** need to be approved by the Office of the Dean. The Committee should be comprised of a minimum of three faculty members, all of whom have continuing appointments in the tenure or teaching stream.
- The Chair must notify the candidate and the Office of the Dean of the review outcome by **December 31**. It is crucial that the Chair provide detailed feedback to the candidate so any areas of weakness can be addressed.

### *Continuing Status Review – Teaching Stream*

The Continuing Status Review normally takes place in the sixth year of an appointment. Specific guidelines and template letters for Continuing Status Review can be found in the [AAPM](#). You can also consult the Policy and Procedures on Academic Appointments ([PPAA](#)) for more information. Chairs and mentors should have conversations with candidates well in advance so they are aware of the process and deadlines.

Please keep in mind the timing and important dates associated with the process:

- Candidates should be notified in writing of the upcoming continuing status on or **before May 1** of their 5<sup>th</sup> year. The candidate must submit the dossier **by June 30th**.
- While the continuing status review (including final review of the dossier by the Office of the Dean and the VPFAL) should be completed and the candidate notified of the outcome by **December 31**, please note that the final dossier is normally due to the Office of the Dean by the **end of October**.
- The Chair needs to establish the Continuing Status Review Committee. Chairs will often establish the continuing status review committee in the Spring, taking into account workload. The composition of the Continuing Status Review Committee differs from that of a Tenure Committee. The Continuing Status Review Committee should be composed of five members (if not cross-appointed) and not more than seven members (if cross-appointed). The Committee is comprised of the Chair of the Department, a Dean's representative, and three faculty members with continuing appointments, at least one of which must be teaching stream with continuing status. Please ensure diversity in establishing the composition of all review committees (i.e., continuing status, interim, probationary, tenure).
- The composition of the Committee must be approved by the Office of the Dean. Please submit for approval online (<https://app.utm.utoronto.ca/academic-hr>). Candidates must be notified of and approve the committee membership.
- The Chair must also establish an Internal Teaching Evaluation Committee. Again, it is best to confirm membership of the Internal Teaching Evaluation Committee in the Spring. There should not be any overlap with the Continuing Status Review Committee. The names of the committee members **should not** be given to the candidate. The committee should normally have a minimum of two faculty members with continuing appointments (teaching and tenure stream) who are at arm's length from the candidate. The Teaching Committee is required to judge the candidate's accomplishments in relation to the criteria set out in the PPAA and the [UTM Guidelines for the Evaluation of Teaching](#). It is best practise for the Chair to meet with the members of the Internal Teaching Evaluation Committee, prior to their receiving the teaching dossier, to discuss the level of detail needed in their report and how they should address the criteria as set out in the guidelines. Note that it is expected that both members of this committee will do a classroom observation.

- The Chair must also secure reports from external assessors. In securing external reviewers, it is best to begin the process of identifying and contacting potential reviewers early on (well in advance of the deadline to submit the dossier) so that by the beginning of June you have confirmed all externals. The candidate should be invited to nominate external referees. Although the policy indicates that each file must have a minimum of three external referees, UTM expects a minimum of five. At least one should be selected from the candidate's list.
- The Continuing Status Review Committee normally meets early in the Fall semester to review all evidence so it is best to ensure that reports from the external assessors and the Internal Teaching Evaluation Committee are received well in advance. Policy states that the Chair must provide the candidate with a Summary of the Evidence **at least one week prior** to the Continuing Status Review meeting, we recommend at least two (2) weeks prior to the Committee meeting.
- After the Continuing Status Committee has deliberated and made a determination as to the outcome of the review, the Chair must provide a Statement of Reasons detailing the committee discussion leading to the decision to the Dean's Office. A hardcopy of the complete dossier must be given to the Dean's Office in **late October or early November**.

#### *Interim Review – Tenure Stream*

The interim review for tenure stream faculty members takes place between May 1 of the third year of the contract and November 30<sup>th</sup> of the fourth year of the contract. For specific guidelines and template letters please consult the [AAPM](#).

- While the faculty member is normally not officially notified of the review prior to **May 1** of the third year, Chairs and mentors should have early conversations with tenure stream faculty members, about the interim review process, expectations, and deadlines. The dossier is normally submitted after **August 31**.
- The Chair of the Department establishes the Interim Review Committee, which is chaired by a designate. The Committee membership **does not** need to be approved by the Office of the Dean. The Committee is usually comprised of three faculty members, all of whom should have tenure. The Graduate Chair should be consulted on the faculty member's role as a graduate supervisor/instructor/etc.
- The Chair must notify the candidate and the Office of the Dean of the review outcome by **November 30**. It is crucial that the Chair provide detailed feedback to the candidate so any areas of weakness can be addressed.

#### *Tenure Reviews*

All guidelines for Chairing Tenure Committees can be found in the AAPM:

- [Old Rules PPAA 2003](#)
- [Candidates covered by PPAA2015](#)

- While notification to candidates commencing Tenure Review must be sent no later than **June 30**, Chairs and mentors should have ongoing conversations with faculty members about the tenure process and deadlines.
- While candidates must be given at least 6 weeks after formal notification to submit their dossier, in most departments candidates are asked to submit their dossiers in **September or October**. This provides faculty members with enough time to compile a fulsome dossier.
- When establishing the Tenure Committee, please note that all members of the committee **must hold tenure**. It is recommended that **most** Tenure Committee members hold appointments at UTM. Emeritus faculty do not hold tenure and therefore cannot serve on Tenure Committees. In addition to the Chair of the Department, the Dean/Dean's representative, the SGS representative, and the Graduate Chair (or representative), the tenure committee must have four other tenured faculty members, at least two of which must be from the division. The composition of the tenure committee must be approved by the Office of the Dean. Please submit online (<https://app.utm.utoronto.ca/academic-hr>). Chairs will often establish the tenure committee in **July/August**. Candidates commencing tenure review must be notified of and approve the committee membership.
- The Chair must also establish an Internal Reading and Internal Teaching Committee. There should not be any overlap with the Tenure Committee. The names of the committee members **should not** be given to the candidate. The committees should normally have a minimum of two **tenured** faculty who are at arm's length from the candidate.
- The Internal Teaching Committee is required to judge the candidate's accomplishments in relation to the criteria set out in the PPAA and the [UTM Guidelines for the Evaluation of Teaching](#). If the Tenure Committee is not satisfied that the Teaching Committee has done this, they can ask for a more detailed review. Note that at least one member of this committee must do a classroom observation.
- In addition to the reports of the Internal Reading and Teaching Committees, the Chair must secure reports from external assessors. In securing external reviewers, it is best to begin the process of identifying and contacting potential reviewers early so that by the **end of the summer** you have confirmed all externals. The minimum number of external reviewers is **six but we recommend you try to secure eight** in the event that someone is unable to complete their assessment on time and/or a review is submitted that is not fulsome. You must select **at least one but we recommend no more than two** external reviewers are selected from the list provided by the candidate.
- The Tenure Committee usually meets in **January/February** to review all evidence (including the Research and Teaching Dossiers, student evaluations, reports, etc.) so it is best to ensure that reports from the external assessors, and the Internal Reading and Teaching Committees are received well in advance. Policy states that the Chair must provide the candidate with a Summary of the Evidence **at least one week prior** to the Tenure Committee meeting, we recommend at least two (2) weeks prior to the Committee meeting. Best practise is to schedule two tenure committee meetings spread at least 3 weeks

apart in case the committee needs to adjourn for some reason and this allows the committee to meet at the second scheduled time.

- Once the complete dossier is submitted to the Office of the Dean, it is then sent to the Office of the Vice-Provost, Faculty & Academic Life. Incomplete dossiers will be returned and may delay the tenure review process. Please consult the guidelines surrounding [Common Procedural Pitfalls](#) to avoid any unnecessary delays.

## **Status-only/Adjunct/Visiting Professor Appointments**

UTM specific guidelines exist for requesting status-only, adjunct, and visiting professor appointments. UTM guidelines can be found on the Dean's website: <https://www.utm.utoronto.ca/dean/academic-admins/academic-hr/other-appointments>.

Please note that all appointments must be approved by the Office of the Dean. The Chair of the Department should establish a departmental appointments committee. Following consultation of the Committee, the Chair must submit the recommendation for appointment to the Dean for approval. The recommendation must include:

- Process of consultation followed, including members of the committee;
- Outline of the individual's qualification, contributions to the department, benefits to students, resource implications, and duties to be performed;
- Curriculum Vitae; and a
- Draft letter of offer (<https://aapm.utoronto.ca/academic-administrative-procedures-manual/other-appointments/status-only-adjunct-visiting-professors/>)

## **Workload Policy**

All Departments/Institutes have a workload policy that outlines procedures for the allocation of workload as it relates to research, teaching, and service. All faculty members must be informed in writing of their annual workload duties each year. Some departments will distribute workload letters with PTR reports.

In assigning workload, please keep in mind that faculty members with graduate appointments are assigned teaching and service duties in consultation with the Graduate Chair. Faculty members holding a budgetary cross-appointment must be assigned teaching and service duties consistent with their percentage appointment, following consultation with the Chair of the unit(s) to which the faculty member is cross-appointed.

## Other Duties

This manual only covers Academic Human Resource matters, which is a large portion of the role of the Chair. The Chair's role will also deal with Administrative Human Resource matters, as well as Equity & Diversity.

To assist Chairs with some of these matters, we refer you to the following links:

Administrative Human Resources: <https://www.utm.utoronto.ca/human-resources/>

Equity & Diversity Office: <https://www.utm.utoronto.ca/equity-diversity/>

## Suggested Readings

Kelly, Rob. “Advice for Department Chairs: Six Steps for Building a Healthy Department.” *Faculty Focus* (September 17, 2013). <https://www.facultyfocus.com/articles/academic-leadership/advice-for-department-chairs-six-steps-for-building-a-healthy-department/>

Kramer, Rob and Peter J. Mucha. “5 Tips on Surviving Your First Year as a Department Head.” *The Chronicle of Higher Education* (July 30, 2018). <https://www.chronicle.com/article/5-Tips-on-Surviving-Your-First/244024>

Munger, Michael C. “10 Suggestions for a New Department Chair.” *The Chronicle of Higher Education* (April 08, 2010). <https://www.chronicle.com/article/10-Suggestions-for-a-New/64963>

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Roediger III, Henry L. “Twelve Tips for Department Chairs.” *Academic Observer* (August 29, 2014). <https://www.psychologicalscience.org/Observer/2014/September>

Simmons, Elizabeth H. “*Ad Interim: Practice.*” *Inside Higher Ed* (August 31, 2017). <https://www.insidehighered.com/advice/2017/08/31/how-be-effective-acting-director-chair-or-dean-part-i-essay>