



FACULTY OF BUSINESS & ECONOMICS

Faculty-Based Criteria for Promotion to Associate Professor with Tenure

Preamble

In the Faculty of Business & Economics, promotion to the rank of Associate Professor with tenure is a major milestone in an academic career, and successful applicants are required to demonstrate an appropriate level of proficiency in all three areas of professional activity: teaching; research and service.

The onus is on an applicant for promotion to Associate Professor with tenure to establish that they have met the conditions and general criteria for promotion and tenure set out in the Collective Agreement as well as the Faculty-based criteria set out herein. The purpose of the Faculty-based criteria is to specify how the conditions and general criteria set out in the Collective Agreement apply in the Faculty of Business & Economics to warrant promotion to the rank of Associate Professor with tenure; i.e., what constitutes satisfactory performance of teaching/ professional responsibilities, satisfactory progress in research and/or other scholarly activity that represents a sustained and ongoing contribution to the applicant's discipline, and performance of reasonable service/administrative responsibilities. Should any of the Faculty-based criteria conflict with the Collective Agreement, the Collective Agreement shall prevail.

If an applicant has been given a Teaching-Intensive Workload in accordance with The University of Winnipeg Workload Policy in the Collective Agreement, this should be documented in the applicant's application.

Teaching

The Faculty of Business & Economics is committed to high quality teaching. In order to be found to have performed their teaching/ professional responsibilities at a level that is satisfactory to warrant promotion to Associate Professor, applicants will need to establish a documented history of competent teaching via Senate-approved teaching evaluation instruments, annual activity reports and evaluation reports, as well as any other relevant information the applicant chooses to provide to justify a promotion. Such information may include peer evaluations, letters from former students, a teaching portfolio, teaching awards and any other information that the applicant chooses to provide that evidences the applicant's teaching abilities.

A successful applicant for promotion to Associate Professor will normally demonstrate flexibility and reach in their teaching record within their Department, for example by teaching courses at various levels, including first-year, Honours and graduate levels where these opportunities exist, as well as by authoring and reviewing/amending courses, and engaging in mentoring and supervision of students.

Successful applicants will provide evidence to establish how they have developed and stayed current in the content and delivery of their teaching. In this context, applicants may wish to highlight how they have taken appropriate advantage of improvements in technology and pedagogy in a way appropriate to the curriculum of their Department. In their promotion application, applicants may choose to highlight:

- their contribution to innovative teaching methods, the improvement of curriculum, and the creation of new demonstrations or teaching materials;
- their efforts to improve quality and student engagement in learning; and
- their use of results-oriented teaching that may include outcome-based pedagogies, flipped classrooms, measurement of student success and/or innovative use of technologies and tools.

Research

In order to be promoted to Associate Professor, an applicant will have established an active research program that goes beyond the work in which the applicant was involved during their graduate studies. The applicant should document how their research and scholarship have resulted in contributions to their discipline (typically via a discipline-appropriate record of peer-reviewed research and/or scholarly products), and show the potential for ongoing contributions. In the context of establishing their sustained and ongoing contribution to their discipline, applicants may also identify their proposed central themes and long-term research goals, and outline their proposed plans to develop their research program over time.

In the Faculty of Business & Economics, the normal means of documenting one's research and scholarly contributions is through:

1. Traditional outlets for disseminating knowledge to academic audiences including:
 - publications in peer reviewed journals;
 - economic letters;
 - books & chapters;
 - proceedings;
 - presentations at professional meetings;
 - case studies; and
 - editorship.
2. Liaison with practitioner audiences including:
 - applied research;

- major consulting reports;
- government reports; and
- other activities that demonstrate a commitment to researching in applied topics and sharing research results with communities of interest.

3. Other research-based activities including:

- successful grant applications;
- non peer-reviewed publications;
- discipline-related consulting contracts; and
- keynote addresses or significant public presentations.

In every case, the onus is on the applicant to explain the relevance and appropriateness of the formats of, and venues for, the dissemination of their output, as well as the scholarly impact of the work.

Service

Accepting and discharging reasonable service responsibilities at a level appropriate to warrant promotion to Associate Professor with tenure in the Faculty of Business & Economics requires the applicant to demonstrate a tangible contribution to internal service. This may be demonstrated by membership on Department committees at the outset, with progressively more active roles taken on that demonstrate an engagement in the affairs of the University.

Applicants have the right to engage in external service and may choose to document:

- their involvement with a relevant community of practice, community groups or businesses organizations;
- dissemination of research and knowledge to groups outside of regular classrooms; and
- practice-oriented service to professional bodies.

Applicants are not required to make external service contributions. However, where an applicant engages in external service, these contributions may be submitted for consideration and the onus will be on the applicant to explain the relevance of service work, and to show how it enhances their discipline and/or the University.

FACULTY OF BUSINESS & ECONOMICS

Faculty-Based Criteria for Promotion to Professor

Preamble

In the Faculty of Business & Economics, promotion to the rank of Professor is a significant step in an academic career, requiring clear evidence of appropriate academic achievement. This level of achievement will normally be attained over a sustained period of time, be over and above what is expected of an Associate Professor, and be recognized by peers within the University of Winnipeg community as well as by colleagues beyond.

The onus is on an applicant for promotion to Professor to demonstrate an appropriate level of performance to warrant this step. Applicants must establish that they have met the conditions and general criteria for promotion to Professor set out in the Collective Agreement as well as the Faculty-based criteria set out herein. The purpose of the Faculty-based criteria is to specify how the conditions and general criteria set out in the Collective Agreement apply within the Faculty of Business & Economics to warrant promotion to the rank of Professor; i.e., what constitutes satisfactory performance of teaching/ professional responsibilities, establishment and maintenance of a program of research and/or other scholarly activity at a suitable level of distinction, and performance of reasonable service responsibilities. Should any of the Faculty-based criteria conflict with the Collective Agreement, the Collective Agreement shall prevail.

If an applicant has been given a Teaching-Intensive Workload in accordance with The University of Winnipeg Workload Policy in the Collective Agreement, this should be documented in the application.

Teaching

In order to be found to have performed their teaching/ professional responsibilities at a level that is satisfactory to warrant promotion to Professor, applicants will need to establish a documented history of performing these responsibilities very effectively, via Senate-approved teaching evaluation instruments, annual activity reports and evaluation reports, as well as any other relevant information the applicant chooses to provide to justify their promotion. Such information may include peer evaluations, letters from former students, a teaching portfolio, teaching awards and any other information that the applicant chooses to provide that evidences the applicant's teaching abilities.

An applicant for promotion to Professor shall normally teach at all levels within their Department (including at the Honours or graduate levels where these opportunities exist), author and review courses, and engage in mentoring and supervision of students. In addition, the applicant should be actively involved in initiatives and planning functions such as:

- discipline-related and program advancement;
- strategic positioning recommendations;
- curriculum renewal of their Department; and
- mentoring younger faculty members.

Applicants should provide evidence of their consistent commitment to effective teaching, including their mastery of subject material and the ability to communicate it effectively, as well as the capacity to stimulate the intellectual development and active involvement of students in learning.

Successful applicants will provide evidence to establish how they have stayed current in the content and delivery of their teaching. In this context, applicants may wish to highlight how they have taken appropriate advantage of improvements in technology and pedagogy in a way appropriate to the curriculum of their Department. Applicants should also detail their contributions to teaching and learning, including, for example,:

- innovative teaching methods;
- improvement of curriculum;
- creation of new teaching materials;
- creation of new tools and models; and/or
- support and supervision of students.

Research and/or Other Scholarly Activity

In order to be promoted to Professor, an applicant must demonstrate an appropriate level of distinction, maturity and leadership in the area of research and/or other scholarly activity. In particular, a discipline-appropriate record of peer-reviewed research and/or scholarly products will document the applicant's contribution to their discipline. Such a commitment will normally show the maturation of long-term goals and be evident over a substantial period of time, with planned continuation and future directions demonstrated through a 'pipeline'. The quantity and quality must be sufficient to be recognized as a significant contribution to the applicant's area(s) of expertise and, where relevant, transferred into teaching and practice in the area of expertise.

Applicants may choose to highlight their contributions to:

- advancement of technical or professional practice;
- individual and/or group research which results in publication and dissemination in scholarly and professional journals, monographs, refereed electronic journals and other avenues of publication;
- applied and contract research;
- intellectual property licensing, commercialisation, or demonstrations of successful knowledge transfers;
- research prizes, awards, honours, or other significant public recognition;
- tri-council or external research grants;
- continuing engagement in a scholarly field, evidence of which might include editorship, or editorial board membership, of journals and other publications, and key-note roles in conferences or meetings;
- research-related citations and favourable review;
- being invited to address companies, communities, government/NFP, or sectors about applications of research;
- preparation of position papers, roles on government or industry commissions, and/or requests to run information or training sessions for the government, professions or industries, etc; and
- contribution to the University's internationalisation goals, e.g., international collaborations in research, advancing professional practice and scholarly activities.

Service

Accepting and discharging reasonable service responsibilities at a level appropriate to warrant promotion to Professor in the Faculty of Business & Economics requires the applicant to demonstrate that they have a sustained record of service contributions, which show maturity and leadership. A clear and consistent commitment to service—to their Department, Faculty, University and community (professional or otherwise) will be demonstrated by not only membership on committees, but also through leadership in a variety of roles where the applicant's active engagement has made a significant contribution over time, including administrative responsibilities such as occupying positions such as Chair, Coordinator, member of significant taskforces, and similar roles within the University.

Applicants are not required to make external service contributions. However, where an applicant engages in external service, these contributions may be submitted for consideration and the onus will be on the applicant to explain the relevance of service work, and to show how it enhances their discipline and/or the University.

FACULTY OF BUSINESS & ECONOMICS

Faculty-Based Criteria: Continuing Appointment for Instructors

Preamble

The granting of a continuing appointment marks a significant milestone in an Instructor's academic career, which requires clear evidence of appropriate academic achievement.

The primary responsibility of Instructors is teaching. Instructors are also required to perform service to the University. Instructors are not expected to conduct research/scholarship.

The onus is on the applicant to establish that they have met the conditions and general criteria for continuing appointment set out in the Collective Agreement as well as the Faculty-based criteria set out herein. The purpose of the Faculty-based criteria is to specify how the conditions and general criteria set out in the Collective Agreement apply in the Faculty of Business & Economics to warrant the granting of a continuing appointment; *i.e.*, what constitutes satisfactory performance of duties and responsibilities (including teaching) and a satisfactory service record. Should any of the Faculty-based criteria conflict with the Collective Agreement, the Collective Agreement shall prevail.

Teaching

In order to be found to have fulfilled their teaching responsibilities at a level that is satisfactory to warrant the granting of a continuing appointment in the Faculty of Business & Economics, applicants will need to establish a documented history of competent teaching via Senate-approved teaching evaluation instruments, annual activity reports and evaluation reports, as well as any other relevant information the applicant chooses to provide to justify their continuing appointment. Such information may include peer evaluations, letters from former students, a teaching portfolio, teaching awards, and any other information that the applicant chooses to provide that evidences the applicant's teaching abilities.

Given that the majority of an Instructor's workload and responsibilities are in the area of teaching, and that they have no responsibilities with respect to research, it is expected that applicants will have devoted an appropriate and substantial amount of time and effort to ensuring that their teaching is as effective as possible. Applicants should provide evidence, as applicable, that they have:

- maintained their professional competence and stayed current in the content of their teaching (including, if relevant, how they have taken advantage of

- improvements in technology and pedagogy in a way appropriate to the curriculum of their Department);
- prepared, organized and revised teaching material in accordance with appropriate Department/Unit/Program guidance;
 - spent a substantial and appropriate amount of any terms within the year during which they have no teaching responsibilities on the improvement of the curriculum and their teaching, for example by developing innovative teaching methods and materials, updating and revising course notes and manuals, and creating new demonstrations;
 - shared the results of their efforts to improve the curriculum and the resources they have developed to improve their teaching with their colleagues in their Department and Faculty;
 - recommended improvements to learning and/or programs based on their discipline or teaching expertise; and
 - assisted in the training of teaching assistants/demonstrators to an extent that is reasonable and consistent with their assigned teaching responsibilities.

Where the applicant has been assigned other duties and responsibilities in addition to teaching, the onus is on the applicant to establish that they have performed them at a satisfactory level.

Service

A satisfactory record of service at a level appropriate to warrant the granting of a continuing appointment in the Faculty of Business & Economics requires the applicant to demonstrate that they have made ongoing contributions to internal service, especially at the Department level. Applicants for continuing appointment shall demonstrate that they have participated regularly and effectively on committees in one or more of the areas of administration, with progressively more active roles taken over time that demonstrate an engagement in the affairs of the University.

Instructor Members have the right to engage in service that is external to the University. Applicants may choose to document:

- their involvement with a relevant community of practice, community groups or businesses organizations;
- dissemination of research and knowledge to groups outside of regular classrooms; and/or
- practice-oriented service to professional bodies.

Applicants are not required to make external service contributions. However, where an applicant engages in external service, these contributions may be submitted for consideration and the onus will be on the applicant to explain the relevance of service work, and to show how it enhances their discipline and/or the University.

FACULTY OF BUSINESS & ECONOMICS

Faculty-Based Criteria: Promotion for Instructors

Preamble

The principal responsibilities of Instructors are teaching and service to the University. Members have the right to engage in service external to the University, but external service contributions are not required for promotion for Instructors and will not usually replace internal service to the University. Instructors are not expected to conduct research/scholarship.

In order to be promoted, Instructor applicants must meet the conditions and general criteria for promotion set out in the Collective Agreement as well as the Faculty-based criteria set out herein. The purpose of the Faculty-based criteria is to specify how the conditions and general criteria set out in the Collective Agreement apply in the Faculty of Business & Economics in order to warrant promotion. Should any of the Faculty-based criteria conflict with the Collective Agreement, the Collective Agreement shall prevail.

PROMOTION FROM INSTRUCTOR II TO INSTRUCTOR III

Teaching

High quality teaching is important in the Faculty of Business & Economics. Successful applicants for promotion to Instructor III will have performed their teaching and related responsibilities at a very good level in this context. The onus is on applicants to show that their teaching has been effective. Strength of teaching can be evidenced by the mandatory Senate-approved teaching evaluation instruments, annual activity reports and evaluation reports, as well as any other relevant information the applicant chooses to provide. Such information may include, but is not limited to:

- peer evaluations;
- letters from former students;
- a teaching portfolio;
- teaching philosophy;
- advancement and/or innovation in pedagogical design including training and development completed; and
- teaching awards.

Given that the majority of an Instructor's workload and responsibilities are in the area of Teaching, and that they have no responsibilities with respect to Research, it is expected

that applicants will have devoted an appropriate and substantial amount of their time and energy to ensuring that their teaching is as effective as possible.

In order to be granted promotion to Instructor III, applicants must establish that they have:

- maintained their professional competence and stayed current in the content of their teaching (including, if relevant, how they have taken advantage of improvements in technology and pedagogy in a way appropriate to the curriculum of their department);
- prepared, organized and revised teaching material in accordance with appropriate department/unit/program guidance;
- spent a substantial and appropriate amount of any terms within the year during which they have no teaching responsibilities on the improvement of the curriculum and their teaching effectiveness, as and when appropriate, by developing innovative teaching methods and materials, updating and revising course notes, creating new demonstrations etc.;
- shared the results of their efforts to improve the curriculum and the resources they have developed to improve their teaching with their colleagues in their Department and Faculty;
- recommended improvements to learning and/or programs based on their discipline or teaching expertise; and
- assisted in the training of teaching assistants/demonstrators, to an extent that is reasonable and consistent with devoting themselves primarily to their assigned teaching responsibilities.

Where the applicant has been assigned other duties and responsibilities in addition to teaching, the onus is on the applicant to establish that they have performed them at a satisfactory level.

Service

An applicant for promotion to Instructor III is required to have a satisfactory record of service contributions throughout their term as evidenced by accepting and appropriately discharging their service responsibilities within the University community, with progressively more active roles taken over time that demonstrate an engagement in the affairs of the University, including but not limited to:

- sitting on Department/Unit committees;
- involvement in the wider academic environment at the university; and
- participation in University-related special projects.

Instructor Members have the right to engage in service that is external to the University. Applicants may choose to document:

- their involvement with a relevant community of practice, community groups or businesses organizations;

- dissemination of research and knowledge to groups outside of regular classrooms; and/or
- practice-oriented service to professional bodies.

Applicants are not required to make external service contributions. However, where an applicant engages in external service, these contributions may be submitted for consideration and the onus will be on the applicant to explain the relevance of service work, and to show how it enhances their discipline and/or the University.

PROMOTION FROM INSTRUCTOR I TO INSTRUCTOR II

The onus is on an applicant for promotion to Instructor II to provide evidence of satisfactory in the area of teaching and satisfactory performance in the area of service.

Teaching

High quality teaching is important in the Faculty of Business & Economics. Successful applicants for promotion to Instructor II will have performed their teaching responsibilities at a satisfactory level in this context. The strength of teaching can be evidenced by Senate-approved teaching evaluation instruments, annual activity reports and evaluation reports, as well as any other relevant information the applicant chooses to provide to justify their promotion. Such information may include peer evaluations, letters from former students, a teaching portfolio, teaching awards, and any other information that evidences the applicant's teaching abilities.

Given that the majority of an Instructor's workload and responsibilities are in the area of Teaching, and that they have no responsibilities with respect to Research, it is expected that Instructor applicants will devote an appropriate and substantial amount of their time and efforts to ensuring that their teaching is as effective as possible.

In order to be promoted to Instructor II, applicants must establish that they have satisfactory performance in their teaching responsibilities and related activities, including evidence, as applicable, that they have:

- developed their professional competence and stayed current in the content of their teaching (including, if relevant, how they have taken advantage of improvements in technology and pedagogy in a way appropriate to the curriculum of their Department/Unit/Program);
- prepared, organized and revised teaching material in accordance with appropriate Department/Unit/Program guidance; and
- spent a substantial and appropriate amount of any terms within the year during which they have no teaching responsibilities on the improvement of their

teaching, for example by updating and revising course notes and manuals, and creating new demonstrations.

Where the applicant has been assigned other duties and responsibilities in addition to teaching, the onus is on the applicant to establish that they have performed them at a satisfactory level.

Service

A satisfactory record of service at a level appropriate to warrant promotion to Instructor II in the Faculty of Business & Economics requires the applicant to demonstrate that they have made service contributions within the Department/Unit/Program, for example by participating as a member on Departmental committees. Service to the wider University community is not a requirement for promotion to Instructor II.

Applicants are also not required to make external service contributions. However, where an applicant engages in external service, these contributions may be submitted for consideration and the onus will be on the applicant to explain the relevance of service work, and to show how it enhances their discipline and/or the University.