

Academic Career Advancement 2025

Rady Faculty of Health Sciences

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Rady Faculty of
Health Sciences



University
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Traditional Territories Acknowledgement

The University of Manitoba campuses are located on original lands of Anishinaabeg, Ininiwak, Anisininewuk, Dakota Oyate and Dene, and on the National Homeland of the Red River Métis.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of Reconciliation and collaboration.



Promotion & tenure 2025-26

1. Introduction
2. Preparing to apply
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Introduction

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Tenure

- “The right granted to some faculty members which results in the continuation of the faculty member’s academic appointment until retirement or until otherwise terminated” (Article 1.44, UMFA collective agreement)
- Dependent on both the individual’s academic accomplishments and the needs of UM
- Only available to UMFA members in professorial stream with a probationary appointment
- Maximum untenured period (MUP):
 - 6 years full-time, adjusted for leaves (must submit application by 5-year mark)
 - Early tenure application possible at minimum 3 years FT, can be withdrawn by Sep 21
 - MUP applies to tenure only, has no relationship to promotion
- One chance only



Promotion

- The process of moving from one rank to another, based on contribution the faculty member has made to their discipline, department/college, faculty and UM
- Considers academic achievement **while at current rank**
- Apply when you determine you are ready (no max years at rank)
- No requirement to apply – it is not an expectation of UM that everyone will be promoted to Professor
- Can withdraw at any time and try again later



Promotion streams

Instructor stream



Professorial stream



Application process is the same for both streams

Applications

Tenure and promotion applications go through several levels of review and are ultimately decided by the Board of Governors of UM





Preparing to apply

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Expectations and considerations

- Evidence of achievement in the academic pillars:
 - Professorial stream: teaching, research/scholarship, and service
 - Instructor stream: teaching and service
- Tenure is assessed based on:
 - Contributions since appointment to probationary position
 - Job description and assigned academic duties/weightings
- Promotion is assessed based on:
 - Contributions while at **current rank only**
 - Job description, assigned academic duties/weightings and how achievements relate to academic role
 - Expectations for accomplishment increase significantly depending on rank



APPENDIX A

Teaching, Research/Scholarship and Service Domains: Evidence of academic contributions exemplars

These examples are not exclusive and are provided as a guide to presentation of evidence in support of a tenure or promotion application. Applicants may provide additional evidence of academic contribution that has not been included in these examples, but is relevant to their applications.

Teaching	Research/Scholarship	Service
<p><i>Evidence of teaching performance and strategies to improve teaching at all relevant levels and types of learners based on assignments: undergraduate, graduate, postgraduate, and professional development.</i></p> <p>Evidence of effective teaching:</p> <ul style="list-style-type: none"> • Demonstrate use of student evaluation as evidence to improve teaching performance • Demonstrate use of peer-evaluation as evidence to improve teaching performance • Demonstrate self-reflective learning on effectiveness of teaching strategies as evidence to improve teaching performance • Effective academic supervision, including as student advisor, mentor, or liaison, including advisory role on thesis and examination committees • Supervision of student projects, including research projects, undergraduate, graduate and post-graduate • Representative examples of relevant course materials • Creation, administration and evaluation of examinations of any format/type including 	<p><i>Evidence of research/scholarship performance and strategies for growth as relevant within the domains of discovery, education, integration and/or application (Boyer EL, 1990)</i></p> <p>Discovery domain Publications: including articles, communications, pre-prints, monographs, memoirs or special papers, review articles, conference/symposia/workshop proceedings, posters and abstracts, government publications, and reports</p> <p>Creation, curation or sharing of datasets</p> <p>Evidence of application for peer-reviewed research funding and success in obtaining research funding appropriate for the discipline as PI (or nominated PI); as Co-P; as Co-Applicant; as Collaborator; or in another role (please describe)</p> <p>Collaborative team research or project with a defined role or contribution</p> <p>Evidence of continuing professional development relevant to the research/scholarly skills and capabilities</p>	<p><i>Evidence of service within the department, college, faculty or university, or to external professional organizations, government agencies, the healthcare system or the community</i></p> <p>College/Faculty/University Contributions to, or leadership roles in, committees, task forces, workshops, or other administrative and organizational roles within the department, college, faculty or university</p> <p>Contribution to, or leadership of, <i>ad hoc</i> committees created for a specific purpose</p> <p>Contributions to, or leadership of, major university initiatives in planning or organization</p> <p>Leadership roles in department, college, faculty, or university level academic or administrative units</p> <p>Awards or other recognition for service to the university, a professional organization or agency, or outreach to the community</p> <p>Service external to the university</p>

Job description & assigned duties

- Assigned academic duties: percentage of job assigned to each pillar (teaching, research/scholarship, service)
- Initial job description is in the LOO – if it has changed over time, any changes should be documented
- Performance review is a good time to review your job description with your department head/college dean and determine if it still aligns with what you are doing



Planning ahead

- Maintain your portfolio – keep records of all your academic activities and achievements, and copies of all teaching evaluations
- Talk to your mentors, section heads, department head/dean – performance review is a good time to do this
- Talk to your colleagues who have been through the process
- Review the criteria and forms
- Review past successful applications (by appt with RFHS Academic Affairs)
- Do an honest, comprehensive self-appraisal





RFHS process and criteria for tenure and promotion



Criteria options: 2016 or 2024

Tenure Criteria	Promotion Criteria
IF probationary appointment started before June 15, 2023 choose between 2016 or 2024 criteria	IF faculty appointment started before January 1, 2024 choose between 2016 or 2024 criteria until January 1, 2029
IF probationary appointment started June 15, 2023 or later must use 2024 criteria	IF faculty appointment started January 1, 2024 or later must use 2024 criteria



What is different in the 2024 criteria?

- General criteria have not changed
- Expanded information on rank-specific criteria (e.g., reference to sustained, continuous)
- Non-binary language
- “Scholar” terminology added to “research” (i.e. research/scholarship)
- Clearer language in tenure criteria
- Appendix A added with examples of teaching, research, service in RFHS
- Invitation to incorporate EDI in application, guidance added as Appendix B
- Clarified (but unchanged) UM and RFHS dates and deadlines





Assembling your application for tenure, promotion, or tenure + promotion

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Combined tenure & promotion application

Tenure and promotion are separate processes; however, you can apply for both in the same year. If you choose to do this, then...

- Submit one complete application (digital) for each of promotion & tenure:
 - Part A – use the combined part A form, with a copy in each application
 - Cover letter – write one cover letter for both or two separate cover letters. Your cover letter(s) must indicate chosen tenure criteria **and** promotion criteria
 - Letters of support can be used in both applications unless they are specific to only promotion or only tenure
 - CV and dossiers must be included in both applications
 - Checklist – use tenure checklist and promotion checklist respectively



Combined tenure & promotion process

- Part A form is combined, all other parts are separate
- Tenure application deadline applies
- Processes are otherwise the same as the process for separate tenure and promotion applications
- There is no requirement to apply for tenure & promotion in the same year, and no requirement for tenure to match a specific rank
- The tenure application will be reviewed first. If the recommendation is positive, then the promotion application will be reviewed



Application sections

- **Part A** – completed by the applicant and includes the following:

- Cover letter
- Part A form
- Full CV
- Dossiers (teaching, scholarship/research and service, as required)
- Letters of support solicited by applicant
- Checklist

Redacted copy
provided
to applicant



- **External Evaluations** – if required (tenure, promotion in professorial stream), coordinated by college

Copies
provided
to applicant



- **Part B** – recommendation of the college tenure & promotion committee
- **Part C** – recommendation of the college dean or department head
- **Part D** – recommendation of the RFHS faculty dean (via Academic Affairs)



Application sections – Cover letter

- Identify which version of the criteria you have chosen (2016 or 2024)
- Describe your job description and ensure that it is up-to-date
- Describe your academic career and assigned duties
- Highlight activities at current rank (for promotion) or since appointment to probationary position (for tenure)
- Summarize how you meet the criteria
- Highlight personal strengths and contributions to UM and RFHS
- **Tell a good story to the President**



Application sections – Part A

- Include only information relevant to what is being reviewed (e.g. achievements at current rank)
- Applicants are responsible for assembling evidence of academic achievement



Application sections – Curriculum Vitae

- Include:
 - Education
 - Credentials
 - Employment & appointments
 - Awards
 - Grants
 - Publications
 - Presentations
 - Teaching/courses taught
 - Students supervised
 - Academic service
 - Professional service
- No standardized format is required



Application sections – Dossiers

- Separate sections for:
 1. Teaching
 2. Scholarship/research (if applicable)
 3. Service
- Narrative summary that gives context to your contributions
- Be succinct
- Be organized
- Do not include extraneous materials such as publications (unless not available online), grant applications/reviews, teaching slides/notes



Dossiers: teaching

- Narrative summary – **be reflective**, include:
 - Personal teaching philosophy, goals, innovations and strategies for future development
 - Internal activities (courses and role, e.g. coordinator, instructor)
 - External lectures, workshops, etc.
 - Development activities (e.g. TIPS)
 - Innovations in teaching methods, curriculum development, etc.



Dossiers: teaching

- Include lists of:
 - Teaching awards
 - Types and levels of students
 - Graduate student supervision or clinical trainee research supervision
 - Student publications and awards (mentors share the glory)
 - Tell us where your students are now
- Attach teaching evaluations:
 - Peer evaluations
 - Student evaluations (these are not optional)
 - Individual student evaluations must be signed by the individual students
 - Different teaching evaluation systems exist – keep them all in your portfolio



Dossiers: research/scholarship

- Narrative summary, include:
 - Describe your research and scholarly activities, highlighting outstanding contributions
 - Describe **your role** in collaborative grants, research programs and publications
 - Highlight KT activities
 - Bibliometrics are optional
- See 2024 criteria Appendix A for examples
- Do not include publications, manuscripts or emails from editors



Dossiers: service

- Narrative summary, include:
 - A description of your reasons for participation and your contribution to goals and objectives of the organization
 - **Highlight examples of leadership**
 - Internal academic committees and external service
- Examples of external service:
 - Other universities, e.g. external evaluator for promotions
 - Provincial professional organizations
 - National specialty organizations
 - International specialty organizations
 - Grants and personnel panels
 - Editorial boards, manuscript reviews
 - Advisory boards, community engagement
- Include informative documentation as evidence



Application sections – Letters of support

- It is the applicant's responsibility to request letters of support
- Can be requested from former students, colleagues, co-workers, collaborators, agencies, etc.
- If you hold a cross-appointment, you require a letter of support from the dean of college or head of department in which you hold the cross-appointment. This is a good time to reflect on whether the cross-appointment is required.
- *Note:* the RFHS Dean sends out a general call to RFHS faculty and students for comments on those applying for promotion or tenure. Redacted copies are provided to the applicant. This is a separate process from applicant-solicited letters of support.



Application sections – External assessors

- Required for:
 - Tenure
 - Promotion to Associate Professor or Professor
- Applicant and college dean/department head compile list of potential reviewers
- List of potential reviewers must be approved by RFHS Academic Affairs – internal deadline set by your college or department, deadline to Academic Affairs office is May 1



Application sections – External evaluations

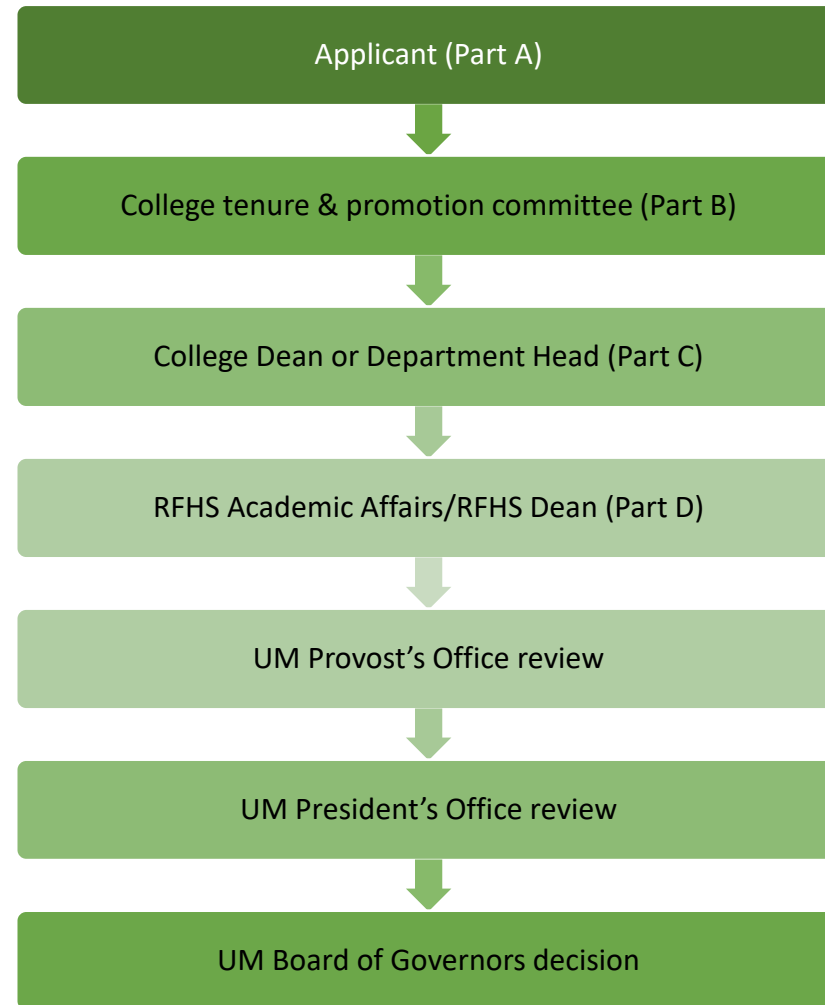
- Evaluation process is coordinated by your college/department:
 - College dean/department head selects reviewers from the approved list and sends formal letter to reviewer with copy of your application and criteria
 - Reviewers must sign a conflict-of-interest declaration
 - Completed evaluations are returned to the college dean/department head, shared with the college promotion and tenure committee, and added to the application
 - A redacted copy of the evaluation is provided to the applicant





Understanding how tenure and promotion applications are reviewed

Review process



College promotion & tenure committee

- Committee Membership:
 - Chair (appointed by the college dean, non-voting)
 - 5 faculty members (voting):
 - 3 faculty members from home department
 - 2 faculty external to the department
 - Must be tenured to review tenure applications
 - Must be senior rank to review promotion applications
 - Department head (non-voting)
- Applicants are invited to attend the meeting
- Requirements:
 - Confidentiality
 - Conflict-of-interest disclosure
 - Mandatory training: equity-based practices for P&T committees





Deadlines for Colleges, RFHS & UM

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Deadlines

	<i>Application (Part A, CV, dossiers) must be completed and submitted to college by</i>	<i>Applicant/College (Part A, CV, dossiers, *external evaluations, if required) must submit application to RFHS Academic Affairs by</i>	<i>College-level reviews (Parts B and C) must be completed and submitted by</i>	<i>RFHS-level reviews must be completed and submitted to UM Provost Office by</i>
Tenure only	Deadline set by College	July 15	October 1	October 15
Tenure & Promotion combined	Deadline set by College	July 15	October 1 (tenure portion) December break (promotion portion)	October 15 (tenure portion) January 20 (promotion portion)
Promotion only	Deadline set by College	September 15	December break	January 20





Conclusion

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Final thoughts

- Be strategic: align your teaching, service and research/scholarly activities for success
- Use annual performance feedback to reflect on your job description and accomplishments
- Seek advice from your mentors
- Maintain your portfolio
- Know the criteria and how it fits with your application
- Know the deadlines and start early!



Resources and links

- **Sample binders** – Office of Academic Affairs collection of past successful applications, make appointment to review
- **Criteria and forms:** <https://umanitoba.sharepoint.com/sites/um-intranet-health-sciences/SitePages/promotion-and-tenure.aspx>
(updates to streamline the page are in progress)
- **Questions? Contact us:**
Wynne Haaksma, wynne.haaksma@umanitoba.ca
Office of Academic Affairs, P121 Pathology Building, Bannatyne Campus



2025 Workshops

(general sessions for all UM faculties)

The road to tenure and promotion

Dr. Tracey Peter

Fort Garry campus

Mon, Apr 21, 2025

10:00 - 11:30 am

The road to tenure and promotion

Dr. Tracey Peter

Bannatyne campus

Tue, Apr 22, 2025

4:00 - 5:30 pm





Q & A

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