

**SCHOOL OF TOURISM  
Adventure Studies Department**

***Guidelines for Promotion and Tenure in the Adventure Studies Department***

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# Guidelines for Promotion and Tenure in the Adventure Studies Department

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## I. Preamble

The purpose of this standards document is to provide guidance to faculty members as they prepare for applications for tenure and/or promotion. Achieving tenure and promotion through the ranks is based on incremental and accumulative growth of a faculty member in his/her scholarship, teaching or professional role, and in service as (applicable to his/her appointment type). To merit tenure or promotion, faculty members must be prepared to have their performance assessed against increasing expectations for effectiveness in teaching or professional role, recognized research, scholarly and creative work, and contributions to service within the university community as well as to the profession (locally, nationally and internationally).

These departmental guidelines describe the standards and expectations specific to the Adventure Studies Department. University policies and Collective Agreement provisions shall guide all such standards and expectations.

## II. Weighting

### Introductory Statement

Applicants for tenure and promotion may suggest weightings of their relevant categories to be used in evaluating their applications within the parameters of the weightings articulated in this document as approved by their Faculty, School or Division. Applicants must inform their divisional Promotion and Tenure committee of the suggested weighting at the beginning of the adjudication process. Divisional Promotion and Tenure committees must recognize that the balance between teaching/professional role and service for bipartite applicants, and the balance among teaching/professional role, research/scholarship/creative activity and service for tripartite applicants may differ based on individual circumstances and may vary over an individual's career. These weightings represent the balance among the evidence presented and do not necessarily reflect the applicant's workload. Because disciplines may have special requirements, members should engage in collegial decision-making with their departmental colleagues before deciding on the specific weighting of evidence.

The relative weighting of evidence for purposes of promotion should take into account the appointment type of the applicant, bipartite or tripartite. Normally, bipartite faculty applications will be evaluated primarily on their core responsibility, teaching/professional role and to a lesser degree on service. Normally, tripartite faculty applications will be evaluated primarily on their core responsibilities of teaching/professional role as well as research/scholarship/creative activity — with approximately the same weight given to both areas —, and to a lesser degree on service.

However, extraordinary contributions in research/scholarship/creative activity, teaching/professional role or service may compensate for lesser achievement in one of the areas of core responsibility, as long as there has been a satisfactory level of contribution in all areas of responsibility.

### **Weighting Criteria**

#### **Tripartite:**

Typically, the weighting applied will assign 40% to research, scholarly and creative work, 40% to teaching, and 20% to service. While extraordinary contributions in one of the three areas may compensate for a lesser involvement in another, satisfactory performance is required in all areas.

#### **Bipartite:**

Typically, the weighting applied will assign 80% to teaching or professional role and 20% to service. While extraordinary contributions in one of the two areas may compensate for a lesser involvement in the other, satisfactory performance is required in all areas. The weighting assigned to teaching or professional role shall not be less than 70%.

#### **Administrative Duties**

The Adventure Studies Department is characterized by a high level of entrepreneurial activity and operational complexity. Extensive administration time is required within the Department by the Department Chair and Program Coordinators. This demand may limit the ability of these faculty members to engage in teaching or scholarly activity. When reviewing an application from a faculty member for promotion, consideration shall be given to the service provided by earlier administrative roles so that this member is not disadvantaged.

### **III. Appointment Criteria for Bipartite Faculty**

#### **Lecturer**

1. Academic Qualifications: Master's degree or a Bachelor's degree or ACMG Mountain Guide certification and/or experience such as a combination of substantial experience and professional qualifications or designations in relevant fields, or where the candidate has accumulated experience judged to be particularly relevant and valuable to a discipline..
2. Teaching: Show evidence of potential for effective teaching. This evidence may include data from previous teaching experience or from a demonstration of teaching ability.
3. Service: Commitment to service to the university, discipline and/or profession, and where applicable, the community-at-large.

### **Senior Lecturer**

- 1 Academic Qualifications: Master's degree or Bachelor's degree or ACMG Mountain Guide certification and/or experience such as a combination of substantial experience and professional qualifications or designations in relevant fields, or where the candidate has accumulated experience judged to be particularly relevant and valuable to a discipline..
- 2 Normally five (5) years of successful performance at the rank of Lecturer.
- 3 Teaching: Show evidence of exceeding the department's required performance standard in teaching.
- 4 Service: Evidence of consistent contribution to the University, discipline and/or profession, and where applicable, the community-at-large.
- 5 Normally, those holding the rank of senior lecturer should be recognized at the provincial level.

### **Principal Lecturer**

- 1 Academic Qualifications: Master's degree or Bachelor's degree or ACMG Mountain Guide certification and/or experience such as a combination of substantial experience and professional qualifications or designations in relevant fields, or where the candidate has accumulated experience judged to be particularly relevant and valuable to a discipline..
- 2 Normally five (5) years of successful performance at the rank of Senior Lecturer.
- 3 Teaching: Show evidence of outstanding performance standard in teaching.
- 4 Service: Evidence of outstanding contribution to the University, discipline and/or profession, and where applicable, the community-at-large.
- 5 Normally, those holding the rank of Principal Lecturer should be recognized at the national or international level.

## **IV. Guidelines and Criteria for Promotion and Tenure of Bipartite Faculty**

### **Tenure at the rank of Lecturer**

To obtain tenure as a Lecturer the minimum criteria includes the following: a satisfactory record as a teacher, the potential for ongoing growth in scholarly teaching, evidence of satisfactory service to the university, the discipline/profession, and to the community.

#### **1. Teaching**

Satisfactory teaching includes but not limited to:

- Proven competency in the classroom demonstrated through positive student evaluations
- Proven competency in the field (if hired to instruct field courses)
- Proven competency in developing effective teaching methods and instructional aids
- Proven competency in course development appropriate to the area of expertise

Note: It will not benefit a member to participate in service work to the extent that the work detracts from the performance of other duties.

### **Promotion to the rank of Senior Lecturer**

The following activities are representative of performance required of a Senior Lecturer. The quality and quantity of accomplishment is expected to increase with time in rank. Typically the faculty member will have five (5) years of successful performance at the rank of Lecturer.

#### **1. Teaching**

Evidence of exceeding the required performance standard in scholarly teaching can be demonstrated through some of, but not limited to, the following:

- Offers superior instructional performance in the classroom
- Objective evidence of meeting the performance standard as a post-secondary instructor across a range of courses
- Receives recognition of colleagues who also seek out the faculty member's expertise
- Contributes knowledge to his or her area of specialization inside and outside the university
- Demonstrates leadership in course, curriculum and program development activities
- Serves as a role model in academic advising, education planning and career counselling to individuals and groups
- Initiates course development appropriate to his or her area of specialization
- Demonstrates continuous professional growth through personal professional development activities
- Significant contribution to curriculum development and delivery in his or her area of specialization at the provincial level.
- Demonstrates an outstanding contribution to teaching and is recognized by his or her peers at the provincial level.

#### **2. Service**

Evidence of consistent contribution to the university, discipline and/or profession, and where

applicable, the community-at-large, as demonstrated through some of, but not limited, the activities below:

- Since his or her appointment, the faculty member shall have carried out professional duties and shall have gained a reputation in his or her area of specialization. Evidence of this reputation must be presented by the member and should consist of satisfactory reports from external sources, professional associates and from colleagues.
- The faculty member shall have participated on University and/or Faculty Association committees, provided assistance and active participation in Departmental administration and contributed to the intellectual and cultural life of the campus. Contribution to departmental administration is expected.
- The faculty member shall have contributed to professional or learned societies through participation in local, provincial and national organizations and programs related to his or her area of expertise
- The faculty member shall have contributed in a professional capacity to the community at large and to cultural, community and service organizations

Note: It will not benefit a member to participate in service work to the extent that the work detracts from the performance of other duties

### **Promotion to the rank of Principal Lecturer**

The following activities are representative of exemplary performance required of a Principal Lecturer. The quality and quantity of accomplishment is expected to increase with time in rank. Typically the faculty member will have five (5) years of successful performance at the rank of Senior Lecturer.

#### **1. Teaching**

Evidence of outstanding performance in scholarly teaching can be demonstrated through some of, but not limited to, the following:

- Objective evidence of superior ability as a post-secondary instructor across a wide range of courses
- Objective evidence of pedagogical expertise in the discipline
- Functions as an evaluator for other teaching agencies
- Serves as a leader in areas such as content, curriculum development, program planning and evaluation in his or her area of specialization
- Teaching innovations, curriculum, media or testing materials are widely used
- National or international recognition for excellence and development within his or her area of specialization
- Demonstrates sustained excellence, currency and relevance and shows proven impact of teaching practices at the national level
- Must be able to verify significant educational upgrading to an additional qualification relevant to the discipline, i.e., additional industry qualification or a higher academic degree
- Demonstrates an outstanding contribution to teaching and is recognized among national or international peers

## 2. Service

Evidence of outstanding contribution to the university, discipline and/or profession, and where applicable, the community-at-large, as demonstrated through some of, but not limited to the activities below:

- Since his or her appointment, the faculty member will have provided exceptional service to the Department
- Since his or her appointment, the faculty member shall have carried out professional duties and shall have gained a reputation as a national or international expert in his or her field of specialization. Evidence of this reputation must be presented by the member and should consist of satisfactory reports from external sources, professional associates and from national and international colleagues.
- The member shall have participated on University and/or Faculty Association committees, offered assistance and leadership in Departmental administration and contributed to the intellectual and cultural life of the campus. Contribution to departmental administration is expected.
- The faculty member shall have contributed to professional or learned societies through participation in national and international organizations and programs related to his or her discipline.
- The member shall have contributed in a professional capacity to the community at large and to cultural, community and service organizations.

Note: It will not benefit a member to participate in service work to the extent that the work detracts from the performance of other duties

## V. Appointment Criteria for Tripartite Faculty

### Assistant Professor

1. Academic Qualifications: Master's degree with professional association certification as a full guide or instructor in the faculty member's area of specialization (if field courses are part of the workload) and/or experience such as a combination of substantial experience and professional qualifications or designations in relevant fields, or where the candidate has accumulated experience judged to be particularly relevant and valuable to a discipline.
2. Teaching: Show evidence of potential for effective teaching. This evidence may include data from previous teaching experience or from a demonstration of teaching ability.
3. Scholarship: Potential for successful engagement in scholarly activity.
4. Service: Commitment to service to the university, discipline and/or profession, and where applicable, the community at large.

### **Associate Professor**

- 1 Academic Qualifications: Master's degree with professional association certification as a full guide or instructor in the faculty member's area of specialization (if field courses are part of the workload) and/or experience such as a combination of substantial experience and professional qualifications or designations in relevant fields, or where the candidate has accumulated experience judged to be particularly relevant and valuable to a discipline.
- 2 Normally five (5) years of successful performance at the rank of Assistant Professor.
- 3 Teaching: Show evidence of exceeding the Department's required performance in teaching.
- 4 Scholarship: Evidenced of consistent accomplishment in the discipline, demonstrated by scholarly activity establishing them as nationally recognized by their peers.
- 5 Service: Evidence of consistent contribution to the university, discipline and/or profession, and where applicable, the community at large.

### **Professor**

- 1 Academic Qualifications: Master's degree with professional association certification as a full guide or instructor in the faculty member's area of specialization (if field courses are part of the workload) and/or experience such as a combination of substantial experience and professional qualifications or designations in relevant fields, or where the candidate has accumulated experience judged to be particularly relevant and valuable to a discipline.
- 2 Normally five (5) years of successful performance at the rank of Associate Professor.
- 3 Teaching: Show evidence of outstanding performance in teaching.
- 4 Scholarship: Evidence of consistent accomplishment in the discipline, demonstrated by scholarly activity establishing them as internationally recognized by their peers.
- 5 Service: Evidence of sustained success in the dissemination of scholarly activity which is supported by internal and external recognition of the member's work at a national or international level.

## **VI. Guidelines and Criteria for Promotion and Tenure of Tripartite Faculty**

### **Tenure at the rank of Assistant Professor**

To obtain tenure as an Assistant Professor the minimum criteria includes the following: a satisfactory record as a teacher, a scholarly work record that is satisfactory and promises further



contributions to the discipline, evidence of satisfactory service to the university, the discipline/profession, and to the community.

## 1 Teaching

Satisfactory teaching includes but not limited to:

- Proven competency in the classroom demonstrated through positive student evaluations
- Proven competency in the field (if hired to instruct field courses)
- Proven competency in developing effective teaching methods and instructional aids
- Proven competency in course development appropriate to the area of expertise

## 2 Scholarship

- The focus of an Assistant Professor is to develop a program of research and scholarly work in his or her area of specialization
- Scholarship is determined largely by the individual's ability to provide evidence for the potential for *scholarly activity* above and beyond the research project required for the completion of graduate degrees.
- Shared or co-authored work is valued, but faculty members have to clearly indicate their contribution to the research or publication documented in the application portfolio.
- The results of scholarly activity are published in journals, books, presented to academic or industry conferences, and disseminated to the wider public through reports, articles, presentations or consulting activities.
- While the acquisition of funding is not an absolute requirement, funding might be required to conduct appropriate research and scholarship. Grants and other funding sources are expected to be pursued by the member.
- The Department recognizes that a faculty member can demonstrate skills equivalent to those exercised under traditional research through the practice of professional skills. Examples include advising and consulting on matters in the faculty member's area of specialization and can be self-funded, remunerated or volunteer activities. However, these activities must meet the objective test of scholarship defined in the points above.

Note: It will not benefit a member to participate in service work to the extent that the work detracts from the performance of other duties.

## Promotion to the rank of Associate Professor

The following activities are representative of performance required of an Associate Professor. The quality and quantity of accomplishment is expected to increase with time in rank. Typically the faculty member will have five (5) years of successful performance at the rank of Assistant Professor. The following activities are representative of exemplary performance required of an Associate Professor:

## 1 Teaching

Evidence of exceeding the required performance in teaching can be demonstrated through some of, but not limited to, the following:

- Offers superior instructional performance in the classroom
- Objective evidence of meeting the performance standard as a post-secondary instructor across a range of courses
- Receives recognition of colleagues who also seek out the faculty member's expertise
- Contributes knowledge to his or her area of specialization inside and outside the university
- Demonstrates leadership in course, curriculum and program development activities
- Serves as a role model in academic advising, education planning and career counselling to individuals and groups
- Initiates course development appropriate to his or her area of specialization
- Demonstrates continuous professional growth through personal professional development activities
- Significant contribution to curriculum development and delivery in his or her area of specialization at the provincial level.
- Demonstrates an outstanding contribution to teaching and is recognized by his or her peers at the provincial level.

## 2 Scholarship

Evidence of consistent accomplishment in scholarly activity can be demonstrated though some of, but not limited to, the following:

- The focus of an Associate Professor is to maintain a program of research and scholarly work in his or her area of specialization that has national significance.
- Scholarship is determined largely by the individual's ability to provide evidence for the potential for *scholarly activity* above and beyond the research project required for the completion of graduate degrees.
- Shared or co-authored work is valued, but faculty members have to clearly indicate their contribution to the research or publication documented in the application portfolio.
- The results of scholarly activity are published in journals, books, presented to academic or industry conferences, and disseminated to the wider public through reports, articles, presentations or commercial activities. Given scholarship is essential, competence will normally include publication of refereed articles, a book, or equivalent to the candidate's area of expertise.
- While the acquisition of funding is not an absolute requirement, funding might be required to conduct appropriate research and scholarship. Grants and other funding sources are expected to be pursued by the member.
- The Department recognizes that a faculty member can demonstrate skills equivalent to those exercised under traditional research through the practice of professional skills. Examples include advising and consulting on matters in the faculty member's area of specialization and can be self-funded, remunerated or volunteer activities.
- The work done should be of sufficient quality and quantity that the faculty member should have received a national reputation within his or her area of specialization.

## 3 Service

Evidence of consistent contribution to the university, discipline and/or profession, and where

applicable, the community-at-large, as demonstrated through some of, but not limited, the activities below:

- Since his or her appointment, the faculty member shall have carried out professional duties and shall have gained a reputation in his or her area of specialization. Evidence of this reputation must be presented by the member and should consist of satisfactory reports from external sources, professional associates and from colleagues.
- The faculty member shall have participated on University and/or Faculty Association committees, provided assistance and active participation in Departmental administration and contributed to the intellectual and cultural life of the campus. Contribution to departmental administration is expected.
- The faculty member shall have contributed to professional or learned societies through participation in local, provincial and national organizations and programs related to his or her area of expertise
- The faculty member shall have contributed in a professional capacity to the community at large and to cultural, community and service organizations

Note: It will not benefit a member to participate in service work to the extent that the work detracts from the performance of other duties

### **Promotion to the rank of Professor**

The following activities are representative of exemplary performance required of a Professor. The quality and quantity of accomplishment is expected to increase with time in rank. Typically the faculty member will have five (5) years of successful performance at the rank of Associate Professor.

#### **1 Teaching**

Evidence of outstanding performance in scholarly teaching can be demonstrated through some of, but not limited to, the following:

- Objective evidence of superior ability as a post-secondary instructor across a wide range of courses
- Objective evidence of pedagogical expertise in the discipline
- Functions as an evaluator for other teaching agencies
- Serves as a leader in areas such as content, curriculum development, program planning and evaluation in his or her area of specialization
- Teaching innovations, curriculum, media or testing materials are widely used
- National or international recognition for excellence and development within his or her area of specialization
- Demonstrates sustained excellence, currency and relevance and shows proven impact of teaching practices at the national level
- Must be able to verify significant educational upgrading to an additional qualification relevant to the discipline, i.e., additional industry qualification or a higher academic degree
- Demonstrates an outstanding contribution to teaching and is recognized among national or international peers

## 2 Scholarship

Normally, those appointed to the rank of professor should have produced and publicly disseminated their scholarship cumulative over their career thus enabling them to be internationally recognized among peers in their field. Accordingly, the candidate must provide evidence of external recognition of his or her work including, but not limited to, the following:

- Since appointment, the faculty member has maintained a program of research and scholarly work in his or her area of specialization.
- The quality and quantity of the faculty member's research and scholarship goes beyond that demonstrated at the time of appointment and beyond that expected for the rank of Associate Professor. Scholarly work will include: refereed journal articles, consultant reports, and at least 2 conferences or other public presentations, or an equivalent combination of work in the candidate's area of expertise.
- The body of scholarly work should be of sufficient quality and quantity that it is recognized as a significant and substantial contribution to the faculty member's area of specialization by experts in Canada and internationally. Work has led to the publication of papers, books and works having received client, public and/or peer scrutiny. There is objective evidence of an expanding sphere of influence.
- The member should have demonstrated and sustained a high level of performance in the practice of the profession and had a national and international impact on his or her area of specialization.
- The work done should be of sufficient quality and quantity that the faculty member should have received a national and international recognition within his or her area of specialization.

## 3. Service

Evidence of outstanding contribution to the university, discipline and/or profession, and where applicable, the community-at-large, as demonstrated through some of, but not limited to the activities below:

- Since his or her appointment, the faculty member will have provided exceptional service to the Department
- Since his or her appointment, the faculty member shall have carried out professional duties and shall have gained a reputation as a national or international expert in his or her field of specialization. Evidence of this reputation must be presented by the member and should consist of satisfactory reports from external sources, professional associates and from national and international colleagues.
- The member shall have participated on University and/or Faculty Association committees, offered assistance and leadership in Departmental administration and contributed to the intellectual and cultural life of the campus. Contribution to departmental administration is expected.
- The faculty member shall have contributed to professional or learned societies through participation in national and international organizations and programs related to his or her discipline.
- The member shall have contributed in a professional capacity to the community at large and to cultural, community and service organizations.

Note: It will not benefit a member to participate in service work to the extent that the work detracts from the performance of other duties.

## Appendix A: Collective Agreement Articles Relevant to Tenure and Promotion

<b>Article 5 — Appointment of Members</b>	
5.1.1	Ranks — Tripartite appointments
5.1.2	Ranks — Bipartite appointments
5.2.1	Tenure-Track Appointment
5.2.3.1	Tenured Appointment
5.2.3.2	Change in Status from Bipartite or Tripartite Appointment for a Tenured Member
<b>Article 6 — Tenure and Promotion of Members</b>	
6.1	Preamble
6.2	Progression to Promotion
6.3	Progression to Tenure
6.4	Procedures of the Division, Faculty or School Promotion and Tenure Committee
6.5	Procedures of the University Council Promotion and Tenure Committee
6.6	Action Subsequent to Voting
6.6.8	Timeline for Tenure and Promotion Process
6.7	Annual Report for Decisions on Tenure and Promotion
6.8	University Appeals Committee
6.9	University Appeals Committee Procedures
6.10	Criteria for Academic Designation, Tenure and Promotion
6.10.5	Definitions of Categories
6.10.5.1	Teaching
6.10.5.2	Professional Roles
6.10.5.3	Scholarship
6.10.5.4	Service
6.10.6	Granting of Tenure
6.10.7	Academic Designation
6.10.7.1	Assistant Professor/Lecturer
6.10.7.2	Associate Professor/Senior Lecturer
6.10.7.3	Professor/Principal Lecturer
Appendix 1	List of activities to demonstrate required level of competence in teaching
<b>Article 10 — Workload</b>	
10.2	Academic Duties and Responsibilities
<b>LOU #20 — Lab Faculty Appointment and Promotion Joint Committee</b>	
<b>LOU #23 — Transitional Issues</b>	
2.	Tenure
3.	Rank and Promotion