

# FoMD Tenure & Promotion

## Strategies for Success

November 2025

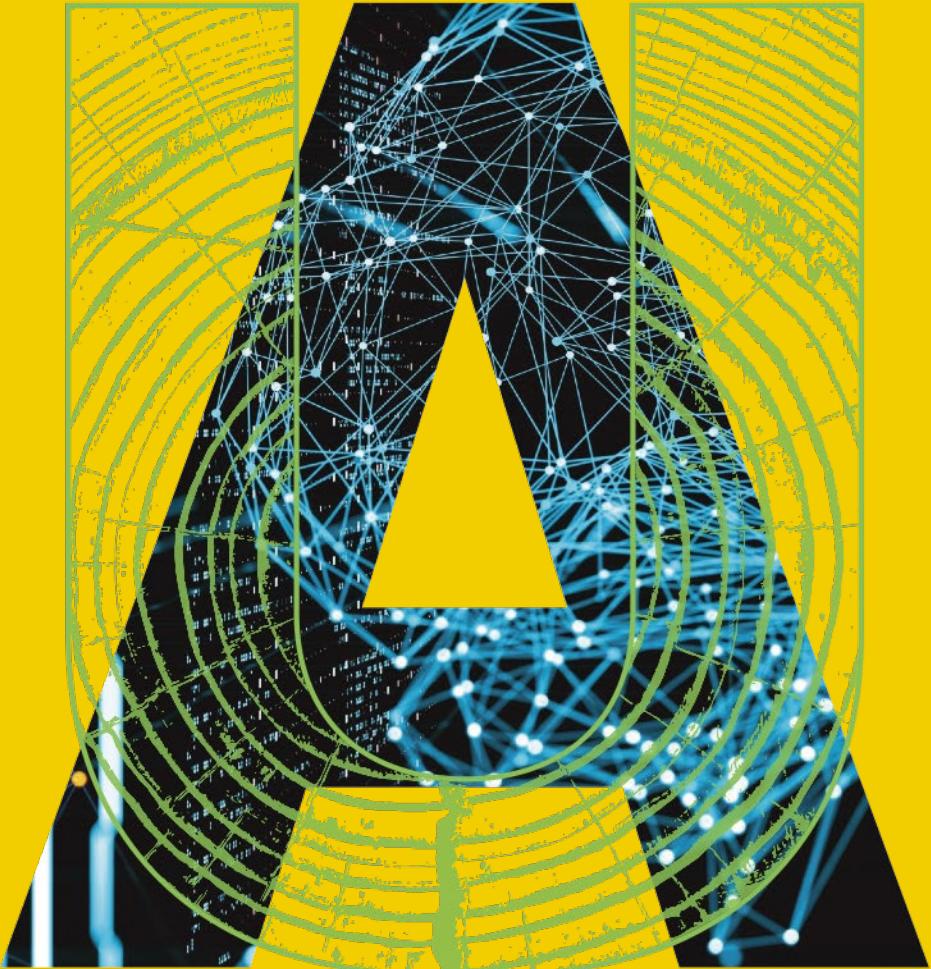
MIA LANG MD, PhD, FRCPC, ASSOCIATE DEAN, FACULTY DEVELOPMENT

[MLANG@UALBERTA.CA](mailto:MLANG@UALBERTA.CA)

[FOMD FACULTY DEVELOPMENT WEBPAGE](#)



UNIVERSITY  
OF ALBERTA



# Objectives

After reviewing this PPT, you will be able to:

1. Describe the process of how your tenure and promotion application is evaluated
2. Formulate a plan to achieve tenure and promotion success

# Key Strategies for Success

- Chart your path and tell your academic story, clearly
- Choose activities that support your position description –promotion decisions based on dominant domain
- Communicate with your Department Chair
- Start documentation early
- Review and refine your cover letter often
- Ensure your CV and TD are accurate and complete
- Formatting
- Reflect on FEC Standards, often



# E-Class external

The screenshot shows the course page for 'FoMD Tenure and Promotion Online' in E-Class external. The page has a dark green header with the University of Alberta logo, 'Home', 'Dashboard', 'Help', and a user icon. The main content area has a light gray background. On the left is a sidebar with a dark green header containing a close button and a 'General' section. The sidebar lists various course modules and topics, many of which are collapsed. The main content area features a title 'FoMD Tenure and Promotion Online' and a navigation bar with 'Course', 'Settings', 'Participants', 'Grades', 'Reports', and 'More'. Below this is a 'General' section with an 'Announcements' box containing a message 'Hidden from students'. Further down is a 'Topic 1' section with a 'Welcome to the Course' message and a green banner at the bottom.

UNIVERSITY OF ALBERTA

Home Dashboard Help

ML Edit mode

x

General

Announcements

Topic 1

Acknowledgements

MODULE 1. SELF A...

Exercise - Quiz 1: Sel...

MODULE 2. TENUR...

Presentation slides

FoMD Guidelines for ...

FEC Standards Appro...

UofA Collective Agree...

Exercise 2 - Quiz 2

Discussion Forum: R...

MODULE 3. PREPA...

FoMD Tenure and Promotion Online

Course Settings Participants Grades Reports More

General

Announcements

Hidden from students

Topic 1

Welcome to the Course

Faculty Development Tenure & Assistant to Associate Professor Promotion Course for FoMD Members

# FoMD Online Resources

[Home](#) > Resources > Faculty + Staff Resources > Faculty Development > Merit and Promotion

## Faculty Development

Access the FAR

## Merit and Promotion

Professional Development

# Merit and Promotion

## MERIT

Annual merit recommendations made by your Department Chair are deliberated and decided by the Faculty Evaluation Committee (FEC), using information you submit in your annual report compared to your respective guideline/standard documents.

## PROCESS AND POLICIES

Please see the following documents that help describe the expectations and standards for different faculty members in FoMD.

- [Faculty Evaluation Committee \(FEC\) Standards for Academic Faculty](#)
- [Faculty Service Officer](#)
- [Academic Teaching Staff](#)

Faculty Evaluation Committee (FEC)  
Standards, 2017

Faculty of Medicine & Dentistry  
University of Alberta

Procedures and Criteria for Tenure, Promotion, Merit, and  
Sabbaticals

This document was produced after consultation with:  
o Academic Faculty members from the Faculty of Medicine & Dentistry  
o FEC Documents of other faculties of the University of Alberta  
o University of Alberta, Collective Agreement  
o Promotion documents from other Canadian Faculties of Medicine

# FEC Standards

Each Faculty has its own Faculty Evaluation Committee (FEC) Standards:

- All follow the Collective Agreement
- Used for annual assessment of merit (based on reported academic activity July 1 – June 30)
- Used at distinct career junctures:
  - Tenure & Promotion (mandatory)
  - Associate to Full Professor (optional)



## Employment Information

U of A  
Onboarding  
Program

Code of  
Conduct:  
Conflicts of  
Interest

Statement of  
Ethical  
Conduct

# Collective Agreements + Handbooks

## ACADEMIC

[University of Alberta and AASUA 2020-2024  
Collective Agreement](#) ↗

[Common Agreement 2020-2024](#) ↗

[Schedule A - Academic Faculty Members 2020-2024](#)  
↗

[Schedule B - Faculty Service Officer 2020-2024](#) ↗

## Contact Us

**Academic Staff**  
[Staff Service  
Centre](#)

**Support Staff**  
Human  
Resources,  
Health Safety  
and Environment  
[Find Your HR](#)

# Schedule A, Academic Faculty Members Collective Agreement

## TABLE OF CONTENTS

Article A1: Appointments.....	61
Article A2: University Responsibilities .....	64
Article A3: Supplementary Professional Activites (SPA) .....	65
Article A4: Sabbaticals .....	68
Article A5: Probation and Tenure .....	69
Article A6: Faculty Evaluation .....	71
Article A7: Unsatisfactory and Unacceptable Academic Performance .....	82
Article A8: Appeals .....	84
Article A9: Salaries and Benefits.....	89
Article A10: Academic Reorganization.....	89
Article A11: Financial Emergency .....	94
Article A12: Delegation.....	98
Appendix A.1: Letter of Appointment .....	100
Appendix A.2: Annual Report.....	101
Appendix A.3: Detailed Procedures for Sabbaticals .....	103
Appendix A.4: Letter of Intent .....	112
Appendix A.5: Intersession Teaching .....	113
Appendix A.6: Academic Faculty Salary Scales .....	114
Appendix A.7: Copyright Regulations .....	119

# What is Tenure ?

- Institutional endorsement of academic stature
- An endorsement to succeed
- Assistant professor probation periods (4 + 2)
- Most apply for tenure in 5<sup>th</sup> year
  - Extensions can be granted (illness, parental leave)

## Expectations for Awarding Tenure

The whole record of performance (all position domains) over the course of the applicant's entire career, to the date of consideration, will be assessed.

"For the award of tenure, the Academic Faculty member must demonstrate a strong record of achievement in teaching and research, and must demonstrate on the basis of performance while on probation that they are capable of contributing effectively as an Academic Faculty member in all areas of responsibility."

(A6.03.3(c))

For the position domain that is the basis of the application for tenure with promotion from Assistant to Associate Professor:

- Documentation of how their major job domain has had an impact at least at a local level, or preferably to an emerging/established national recognition

# Early Application for Tenure

- Can apply at the end of the 1<sup>st</sup> probationary period
- Consider decision carefully
- Only one opportunity to apply for tenure \*\* if unsuccessful, you must leave the academic track

# Application for (Full) Professor

- Recognizes distinction in major field of study; what you are leading
- Not automatic, nor mandatory
- Work known internationally
- Eligible: salary within 1 increment or higher than min for Professor
- Readiness ? Take advice from Div Dir, Dept Chair, Mentor
- Unsuccessful: may apply again, i.e. not as high stakes as Assistant to Associate

## **Expectations for Promotion to Full Professor**

The whole record of performance (all job domains) over the course of the applicant's entire career to the date of consideration will be assessed.

"For promotion to the rank of Professor, the Academic Faculty member must demonstrate a strong record of achievement in teaching, research, and service, including excellence in teaching and/or research, and/or a record of exceptional service." (A6.03.3(d))

# Submission Process

- Submit all required documents to your Chair
- Follow internal departmental guidelines and timelines
- Dean's office has specific guidelines and timelines for Chairs to follow
- Chair submits final package to the Dean's Office

# Decision Makers

- Voting members of FoMD Faculty Evaluation Committee (FEC):
  - Dean (only votes in case of a tie)
  - All FoMD Dept Chairs
  - 8 Elected tenured Academic Faculty
  - 1 Elected tenured rep from your dept
  - 1 Tenured Academic Faculty member from another Faculty
  - 1 Faculty Service Officer (FSO) rep whenever an FSO being discussed

# Decision Process

- FoMD FEC meets in late November
- FEC quorum = 80% of voting members
- Anonymous voting
- Simple majority decides:

3 Outcomes of Tenure Application:

Successful: tenure starts July 1 of next academic year

Unsuccessful: academic appt terminated

Extension for one year

2 Outcomes of Full Professor Application:

Successful: new rank starts July 1 of next academic year

Unsuccessful: can try again, anytime

# Tips for Success

- Know and follow your job description
- Hard work NOT necessarily = promotion
- Activities and productivities should
  - Reflect career goals
  - Be aligned with the FEC Standards
  - **Demonstrate scholarship:**
    - especially in the position domain of highest percent
    - utilize any opportunity for scholarly work

# Tips for Success

- Mentorship
- Peer review of teaching
- Reflections on teaching

## FoMD Faculty Development

### Professional Development

### Mentorship

### Peer Consultation for Teaching Program

### Teaching

### Research Skills

### Service + Administration

## Support for Teaching

CTL has a continuously-growing library of online resources for instructors to support their teaching (whether face-to-face, blended or online). We encourage you to use these resources as a starting point and to then [request a consultation](#) with an Educational Developer should you require more bespoke support.



[Preparing Your Course](#)



[Implementing Your](#)



[Assessing Learning](#)



[Reflecting on Teaching](#)

[ctl@ualberta.ca](mailto:ctl@ualberta.ca)

780- 492-2826

# Tips for Success: Research

(p 17-20 FEC Standards)

Lower Quality Research Activities	Higher Quality Research Activities
Scope is local	Scope is national, international
Work not peer-reviewed (e.g. Presentation at a local Dept. Research Day)	Work is peer-reviewed
Role/contributions poorly defined	Clearly defined role/contributions
Limited impact	Publications with high impact factor, or with description of impact, citations.
Non-competitive selection for research presentation (e.g. industry sponsored talk)	Competitive selection for research presentation; or invited keynote/plenary by major research group

**Team-Based Grants:**  
Define your role and assigned \$ value clearly

**Describe impact of the funding**

**Contact a UofA Librarian to assist you with your clarivate analytics:**

- may help you describe your research contributions via:
  - your citation/H-index
  - impact factors of your publications
  - other analytics

# Tips for Success: Service/Admin

(p20-21 FEC Standards)

- Choose wisely
- Describe outcomes, not just role

# Required Documentation

1. Cover letter of accomplishments
2. Curriculum vitae:
  - a. Research
  - b. Teaching
  - c. Clinical
  - d. Service (Administrative)
3. Education/Teaching Dossier
4. Supporting letter from Chair
5. Referee letters
6. Five best papers if Research 30% or more or basis of tenure)

# Tips for Success: Documentation

- Start collecting *early*
- Use/keep data from your annual reports (FAR)
- Have material internally reviewed (Mentor/DD)
- Obtain sample documentation from successful senior colleagues (Mentor/DD)
- Use the suggested templates/formats

# Tips for Success: Cover Letter

- Detail to justify promotion (4-5 pages max)
- Start with job description
- Start with major portfolio and work downward
- Outline accomplishments under headings
  - Teaching, Research, Clinical care, Service (Admin)
  - Make it easy to read
- Describe all major achievements
- Draft and revise
- Highlight impact & scope of achievements (national, international)

# Tips for Success: Cover Letter

## **It is suggested you Do Not:**

- Self-efface, embellish, or “pad”
- Engage in emotionalism/defensive posturing
- Indicate limitations or assign blame (lack of resources or protected time/ uncooperative DD)

This is inappropriate and counterproductive

# Tips for Success: CV

- List activities by domain:
  - Teaching
  - Research
  - Service
  - Clinical
- Not descriptive (that is in Teaching Dossier and Cover Letter)
- Use suggested [CV template](#) (at bottom of page)

# Tips for Success: Teaching Dossier

- Critical document if teaching is high % of position
- Assessment of teaching is multifaceted, so TD should include:
  - Comprehensive list of teaching activities
  - Evaluations from:
    - All learners
    - Peer review
    - Narrative self-reflection, including a thoughtful Teaching Philosophy statement
  - Scholarship of teaching
- Use suggested [TD template](#) (at bottom of page)

# Chair's Letter

- Assessment by leader “closest” to applicant
- Detailed (2-3 pages)
- Put accomplishments in local/national/international context
- Highlights accomplishments that may not be obvious (innovations in teaching, etc.)
- Provide benchmarks and objectifies
- Anticipates and addresses concerns

*Communicate regularly with your Dept Chair so they understand your successes, and challenges.*

# Referees

- 3 letters from referees; all external to University
  - You only provide the names of your referees (do not contact them)
  - Familiar with your work/area, but should not be a recent supervisor
  - At least one rank higher to which you are applying
- Chair does not have to use your choices
- FEC considers all responses received by Chair

# And...

## Q & A

---