

## GUIDELINES FOR DEPARTMENT CHAIRS/ASSOCIATE DEANS FOR ANNUAL CAREER REVIEW OF FULL TIME FACULTY

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Please find attached the finalized guidelines for annual career review for full time faculty.

Included in this package are:

1. Proposed letter to be sent by Department Chairs/Associate Deans to faculty members in preparation for the Annual Career Review.
2. Proposed summary document for Career Review.
3. Proposed letter to be sent by Department Chairs/Associate Deans to faculty members summarizing the content of the Annual Career Review.

In addition to the above, please find below links to University policies which are relevant to the review process:

1. McMaster University Revised Policy and Regulations with respect To Academic Appointment, Tenure and Promotion [2012]  
[http://www.mcmaster.ca/policy/faculty/Appointments/Tenure and Promotion January%202012.pdf](http://www.mcmaster.ca/policy/faculty/Appointments/Tenure%20and%20Promotion%202012.pdf)
2. Supplementary policy statements.
  - ◆ SPS A10 Procedures for Termination of Special or CAWAR Appointments when External Salary Support is Discontinued  
[www.mcmaster.ca/policy/faculty/Appointments/SPS\\_A10-TerminationofSpecialorCAWAR.pdf](http://www.mcmaster.ca/policy/faculty/Appointments/SPS_A10-TerminationofSpecialorCAWAR.pdf)
  - ◆ SPS B1 Procedures for the Assessment of Teaching  
[www.mcmaster.ca/policy/faculty/Assessment/SPS\\_B1-Procedures for Assessment of Teaching.pdf](http://www.mcmaster.ca/policy/faculty/Assessment/SPS_B1-Procedures%20for%20Assessment%20of%20Teaching.pdf)
  - ◆ SPS B2 Teaching Portfolios [www.mcmaster.ca/policy/faculty/Assessment/SPS\\_B2-TeachingPortfolios.pdf](http://www.mcmaster.ca/policy/faculty/Assessment/SPS_B2-TeachingPortfolios.pdf)
  - ◆ SPS B3 Clinical Activities Portfolio – Clinician Educators, Faculty of Health Sciences  
[www.mcmaster.ca/policy/faculty/Assessment/SPS\\_B3-ClinicalActivitiesPortfolio.pdf](http://www.mcmaster.ca/policy/faculty/Assessment/SPS_B3-ClinicalActivitiesPortfolio.pdf)
  - ◆ SPS C1 Research Leave Policy – Tenured and CAWAR Faculty  
[http://www.mcmaster.ca/policy/faculty/Leaves/SPS\\_C1-Research Leave-Tenured and CAWAR.pdf](http://www.mcmaster.ca/policy/faculty/Leaves/SPS_C1-Research%20Leave-Tenured%20and%20CAWAR.pdf)
  - ◆ SPS C2 Research Leave Policy – Permanent Faculty  
[http://www.mcmaster.ca/policy/faculty/Leaves/SPS\\_C2-Research Leave-Permanent Faculty.pdf](http://www.mcmaster.ca/policy/faculty/Leaves/SPS_C2-Research%20Leave-Permanent%20Faculty.pdf)
3. McMaster Load Teaching Policy (Specifically: Section II, Part 5)  
[www.mcmaster.ca/policy/faculty/Teaching/LoadTeaching.pdf](http://www.mcmaster.ca/policy/faculty/Teaching/LoadTeaching.pdf)
4. Faculty Career Progress/Merit (CP/M) Plan [www.mcmaster.ca/mufa/handbook/cpm.htm](http://www.mcmaster.ca/mufa/handbook/cpm.htm)

**Note:** that for those faculty members who are part of the CP/M process, the deadline for submission of PAR ranking is usually in early May. As such, the attached forms provide a submission date of March 15 to provide approximately 6 weeks in which to conduct the career review meetings for these faculty members. Annual career review meetings with faculty not included in the CP/M process must be completed before the end of the academic year.

**PROPOSED LETTER TO BE SENT BY DEPARTMENT CHAIRS/ASSOCIATE DEANS TO FACULTY  
MEMBERS IN PREPARATION FOR THE ANNUAL CAREER REVIEW.**

**TO:** All full time faculty members  
**FROM:** Department Chair  
**SUBJECT:** 2012 Annual Career Review Process  
**DATE:**

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The annual career review is an important component of continuing professional development within the Faculty of Health Sciences. Each Department Chair/Associate Dean or his/her delegate endeavors to meet with all full time faculty members annually to discuss their accomplishments over the past academic year and their expectations for the upcoming year. To ensure that this meeting addresses all relevant information, you are asked to complete the materials included with this letter.

Attached, you will find several documents:

1. A summary document for you to complete that already contains key details of your current appointment;
2. A copy of last year's career review letter (if available).
3. Your R4 form for the past year and a blank R4 for you to complete for the coming year.
4. A printout of your educational contributions as captured by the STAR database. This printout contains information entered into the database as of (December 31<sup>st</sup>) and so may not contain all your teaching activities; you are asked to augment as appropriate.

Please review these documents and use these and your up-to-date CV (in McMaster format) to complete the career review summary document (#1 above). This summary document is meant to capture information that does not appear on your CV and also to provide a space for you to address any issues raised in previous career reviews, as well as any information you would like to discuss at your upcoming career review meeting.

Would you please complete the following and return them to me by (March 15th):

1. Summary document (attached)
2. draft R4 (attached),
3. a copy of your CV in McMaster format

My assistant will be in touch to set up a mutually agreeable meeting time. I look forward to speaking with you about your academic progress.

Sincerely,

*Department Chair/Associate Dean*

Attachments

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# 2012 CAREER REVIEW

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## FULL TIME FACULTY

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*Please carefully review the **appointment summary information** below to ensure that you are in agreement. If you have any questions or comments with respect to this information, please note this in the comment section directly following the appointment summary.*

*On the following pages, you will see **four sections** which correspond to those on your R4. These are followed by an **additional section** for providing information related to professional development activities and any other information that you would like to review and discuss at your meeting. Please fill out each section as fully as possible to ensure that your career review meeting covers all aspects of your academic appointment.*

*Please submit this completed form together with your up-to-date CV in McMaster format and a draft of your proposed R4 for the upcoming year to your Department Chair by **March 15**.*

*If you have any question, please do not hesitate to contact your Department Chair/Associate Dean or his/her assistant.*

PROPOSED SUMMARY DOCUMENT FOR CAREER REVIEW

APPOINTMENT SUMMARY

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*(Note to Chairs/Associate Deans – please complete sections in grey before distributing to the faculty member. In 2013, this appointment information will be available as a printable report from the Faculty Database.)*

Name:

Department &  
Division:

**Status of Academic Appointment**

Current Status:

*Include appointment type (i.e. Special, CAWAR, Tenure-track, Tenure, Teaching-track, Permanence, CLA) and current rank (Assistant Professor, Associate Professor, Professor)*

*For junior faculty include academic start date, standard timing for renewal and for Tenure/CAWAR/Permanence plus promotion.*

Review Stream:

*i.e. Clinician educator/research educator (or educator if Teaching Track)*

Other  
*(Include if relevant)*

*Eligibility for research leave, eligibility for promotion to professor based on timing, whether any stop-the-clocks have been issued, any other relevant details*

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COMMENTS/CORRECTIONS

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PROPOSED SUMMARY DOCUMENT FOR CAREER REVIEW

ACADEMIC ACTIVITIES OVER THE PAST YEAR

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EDUCATION

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*Please include any additional information on your educational commitments that is **not** available on your CV and that you would like to address at your career review meeting. Include information on your goals for the upcoming year and address any issues related to educational activities that were raised during your previous career review.*

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RESEARCH

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*Please include any information related to your research that is **not** available on your CV and that you would like to address at your career review meeting (i.e. grant submissions, papers in progress). Include information on your goals for the upcoming year and address any issues that were raised during your previous career review.*

PROPOSED SUMMARY DOCUMENT FOR CAREER REVIEW

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CLINICAL (AS APPROPRIATE)

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A. CLINICAL SCHOLARLY ACTIVITIES

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*Please include any information on your clinical scholarly activities that is **not** available on your CV and that you would like to address at your career review meeting. Include information on your goals for the upcoming year and address any issues that were raised during your previous career review.*

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B. CLINICAL SERVICE

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*In addition to the information listed above under Clinical Scholarly Activities, please include information in this section **if the amount of time committed to clinical activities (outlined in your R4) changed substantially over the past year**. Please outline your actual clinical commitments below.*

PROPOSED SUMMARY DOCUMENT FOR CAREER REVIEW

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ADMINISTRATION

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*Please include any information on your administrative activities that is **not** available on your CV and that you would like to address at your career review meeting. Include information on your goals for the upcoming year and address any issues that were raised during your previous career review.*

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PROFESSIONAL DEVELOPMENT AND OTHER ACTIVITIES/ISSUES

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*Please include any information that has **not** been addressed in the previous four categories. This can include proposed professional development activities, other forward planning or other issues that you would like to discuss at your career review meeting.*

## SAMPLE OF DEPARTMENTAL LETTER TO FACULTY MEMBER

After completing the annual career review, the Chair/Associate Dean (or delegate) is expected to provide the faculty member with a written letter summarizing the meeting.

This letter should contain an overview of the topics discussed, any expectations/goals that were discussed and agreed upon and should also include a copy of the finalized R4. The faculty member is expected to sign off on both the letter and R4 and return these to the Chair/Associate Dean (or delegate). These signed letters will be kept in the candidate's file and will be used for future academic and/or career reviews.

Listed below are the main points that this letter should address as well as sample text for each section.

### **1. Activities - Prior Year**

Briefly summarize discussion of previous activities, include feedback on areas of strength and weakness, and suggest possible avenues for improvement.

*We discussed your achievements over the past year. I was pleased to see that you had accomplished and even exceeded most of the goals that we set last year. Your publication rate was excellent with 6 publications and 6 more in press. I would also like to congratulate you on your excellent management of the recent retooling of the postgraduate program in X.*

*We discussed your educational contributions, noting that your current participation level falls short of standard expectations. This could cause problems during upcoming academic reviews and we discussed several strategies to address this. These included: meeting with the DEC to review standard expectations and potential teaching opportunities with a view towards increasing your involvement; additionally, you have agreed to meet with the Assistant Dean of the Medical Sciences graduate program to discuss your inclusion on supervisory committees. Your goal is to spend a minimum of 20% of your time fulfilling teaching responsibilities.*

### **2. Agreed upon Activities – Upcoming year**

Briefly summarize discussion of activities that were agreed upon during the meeting. Include details that match the information provided on the R4 and, if applicable, provide information on how to meet new goals.

*Thank you for submitting your draft R4. During our meeting, we made some minor changes and the final version is attached to this letter. It is my understanding that we have agreed on the following: you will continue your participation in XX and will meet with the DEC to discuss other educational opportunities. As well, you will actively explore opportunities in graduate education. Your clinical activities are going well and you expect to publish new clinical practice guidelines shortly. As well, you are in discussion with Dr. X about the possibility of creating a new multidisciplinary clinic focused on YY. I support this idea, as this will bring a much needed clinical service to our community and will provide learning opportunities for students in several of the Faculty's programs. As we discussed, creating a new clinic is an exciting and time consuming activity and while you are encouraged to pursue this, you must be careful not to neglect your educational contributions. The clinic could provide you with an ideal opportunity to increase your exposure to students and their in-depth exposure to these specific patient problems, thereby contributing to the academic mission.*

*I am pleased that you are interested in increasing your administrative activities. As we discussed, there are many avenues for participation within the University and Hospital. The*



## SAMPLE OF DEPARTMENTAL LETTER TO FACULTY MEMBER

*Department has several openings on the following committees (A, B, and C) and I would encourage you to contact X to discuss your involvement. As well, the Faculty holds elections every spring for a variety of committees and I would be please to support your candidacy for X.*

### **3. Professional Development Activities**

Provide feedback/suggestions on completed or proposed professional development activities.

*I was pleased to hear that you had completed several courses offered by the Program for Faculty Development (PFD). We discussed your interest in pursuing leadership roles in the clinical realm and determined that you should join one or two of the committees listed above to determine where your interests lie. We also agreed that you would continue your involvement in courses offered by PFD with the goal of achieving LEAD certification in the next 2 years.*

### **4. Academic appointment details/review stream**

Confirm details of the appointment including type, length, upcoming reviews, eligibility for leave etc.

*Your initial appointment to the University began on June 1, 2010 making your start date for academic purposes, July 1, 2010. As we discussed, your current academic appointment as Assistant Professor, Special Category has an end date of June 30, 2013. In order for your appointment to be renewed beyond 2013, an academic assessment will take place in early 2012 and you will be contacted by the Department's Tenure and Promotion Coordinator who will provide specific information on documentation requirements and deadlines.*

*Should your appointment be extended, you would be eligible for review for CAWAR and promotion to Associate Professor after 5 years at rank. In your case, this would be 2015. The Department would submit your completed dossier in the summer of 2014, which means that our administrative coordinator would begin working with you on the documentation requirements in early 2014.*

*For review purposes, you are currently in the Clinician Educator review stream and a copy of these guidelines is attached. Although peer reviewed publications and grants are not required for promotion in this stream, any accomplishments in this area are encouraged and will be included in your overall review.*

### **5. Funding**

For CAWAR/Special appointments, quote the Special CAWAR definition and confirm that a discussion regarding funding has taken place. Provide information on potential end dates of funding, potential new sources of funding etc.

*Your appointment is in the "special" category and we discussed the funding for your appointment and that these funds are only available until 2015. We discussed the importance of applying for alternative funding and you have agreed to apply for ..... The Department is committed to working with you over the next two years and in supporting you in securing alternate funding for your salary.*

Provide link to CAWAR termination policy when applicable:

SAMPLE OF DEPARTMENTAL LETTER TO FACULTY MEMBER

*University policy<sup>1</sup> states that we must provide notice of termination in the event that alternate funding is not secured and as a result, you may receive notice from the President that your appointment will lapse due to lack of funding. However, if adequate alternate funding is then secured, this notice will be rescinded.*

**6. Summary/Other information**

Include any other information that does not fit into one of the 5 subheadings listed above.

*In summary, you have met most of your goals for the past year and will work with the DEC to increase your educational activities over the coming year. I have asked that you contact the DEC to schedule a meeting within the next month. By way of this letter, I am alerting the DEC that you will be in contact and ask that s/he meet with you as soon as possible to discuss your contributions.*

*I was also pleased to hear of the upcoming addition to your family. As discussed, you would be eligible for a one-year stop to your academic clock. This stop is not automatically applied and is dependent on you requesting in writing (within 1 year of the birth/adoption) that you would like your academic clock to be stopped. If you choose to invoke a stop-the-clock, your review date for CAWAR would be delayed by one year and would take place in your fifth year which would be 2016.*

*Attached is your R4 for the upcoming year which was revised based on our discussion at your career review. Would you please sign and return a copy of this letter and the R4 to me by April 15, 2012.*

*I wish you the best in achieving your academic goals, including that of creating a new clinical service. If I can be of any assistance, please do not hesitate to contact me.*

*Sincerely,*

Department Chair/Associate Dean

/DC

Attachments

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I have read and agree with the information noted in this letter.

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Faculty Member Name

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Date

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<sup>1</sup>[www.mcmaster.ca/policy/faculty/Appointments/SPS\\_A10-TerminationofSpecialorCAWAR.pdf](http://www.mcmaster.ca/policy/faculty/Appointments/SPS_A10-TerminationofSpecialorCAWAR.pdf)