



TRU CAREER EDUCATION DEPARTMENT

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## Tenure and Promotion Document

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December 1, 2009

Co-op Coordinators  
&  
Work Experience Coordinators

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## I. PREAMBLE

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The TRU Career Education Department consists of Instructional Support Faculty comprised of Co-op Coordinators and Work Experience Coordinators. The Career Education Department is committed to personal and professional growth of its members through a collegial work environment.

The Mission of the TRU Career Education Department is to provide knowledge, skills and experience to enhance students' learning, career success, and personal development. The teaching of students is central to the legislative act that governs Thompson Rivers University and as such Co-op Coordinators and Work Experience Coordinators have significant responsibilities in instruction.

The purpose of this document is to provide a framework that supports faculty of the Career Education Department in a collegial manner as they develop in their career at Thompson Rivers University. This framework will describe the guidelines and expectations for all departmental faculty, so that they may have their professional role, service, and scholarly activity assessed in a transparent, consistent, rigorous, and achievable manner.

## II. WEIGHTING

Applicants for tenure and promotion will have some flexibility to determine weighting of their professional role, service and scholarly activity. This flexibility will be within the weighting as approved by the department. The weighting of evidence for purposes of promotion should take into account the appointment type of the applicant, bipartite or tripartite.

Divisional Promotion and Tenure committees must recognize that the balance between Professional Role (Teaching, Career Advising, Employer Liaison) and service for bipartite applicants, and the balance among professional role (teaching, career advising, employer liaison), research/scholarship 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. Applicants must inform their divisional Promotion and Tenure committee of the suggested weighting at the beginning of the adjudication process.

## III. WEIGHTING CRITERIA

**Bipartite:** Members should follow these guidelines when applying for promotion and tenure: Normally, bipartite faculty applications will be evaluated primarily on their core responsibility, professional role (teaching, career advising, and employer liaison) and to a lesser degree on service. Typically, the weighting applied to bipartite faculty will be 80% to professional role and 20% to service. Members with extraordinary contributions in one of the areas may compensate for lesser involvement in the other; however the weighting assignment for professional role shall not be less than 70%. Satisfactory performance is required in all areas.

### **Tripartite**

Normally, tripartite faculty applications will be evaluated on professional role (teaching, career advising, and employer liaison), scholarly activity, and service. Typical weighting will be 40% to professional role (teaching, career advising, and employer liaison), 40% to scholarly activity, and 20% to service. Members with extraordinary contributions in one of the areas may compensate for lesser involvement in the other; however the weighting assignment for each professional role and scholarly activity shall not be less than 30%. Satisfactory performance is required in all areas.

**Note:** These weightings are appropriate for members with bipartite and tripartite workloads. Deviations from these criteria would be expected for members with very extensive research obligations, e.g., Canada Research Chairs, or those with extensive administrative duties, e.g., Department Chairs.

## **IV. GUIDELINES AND SPECIFIC CRITERIA FOR PROMOTION AND TENURE**

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The process of applying for promotion and tenure is prescribed by the TRU and TRUFA Collective Agreement. Please refer to Collective Agreement, Article 6.4 for specific instructions.

## **V. TENURE AND PROMOTION INTRODUCTION**

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Faculty are not merely employed by the University, but are integral to the educational programs of the University; faculty are the community of educators who create institutional stability and an ongoing commitment to excellence. Tenure and promotion therefore, will be granted to Career Education Department (CED) faculty members whose character and achievements in serving the University's missions, and potential for effective long-term performance warrant the institution's reciprocal long-term commitment. Tenure and promotion is granted for achievement, not for years in rank.

To merit tenure and promotion, it is expected that CED Faculty will demonstrate an expanding sphere of influence in their professional role, service and scholarship. Achieving tenure and promotion through the ranks is based on incremental and accumulative growth of a faculty member in his or her professional role, service, and scholarship. To merit tenure and promotion faculty members must be prepared to have their performance assessed against increasing expectations.

Tenure and promotion decisions are based primarily on the candidate's performance of professional role (teaching, advising, and employer liaison), service and, in the case of tripartite faculty, scholarly activity. It is also appropriate to consider collegiality, professional integrity, and willingness to accept and co-operate in assignments.

Given the nature of the Co-op Coordinator / Work Experience Coordinator workload, commitments in some areas of responsibility may be greater than in others, but the criteria for professional role, scholarly activity and service will adhere to the same standard expected of faculty with regular teaching appointments. The candidate for promotion shall have a record of excellence in teaching, career advising, employer liaison, scholarly activity (tripartite faculty) and service established by providing evidence as outlined in Article 6.4.1 of the Collective Agreement.

## TENURE AND PROMOTION TRIPARTITE FACULTY

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Tenure and promotion of a CED faculty member in the tripartite stream will be evaluated on the following categories:

1. Academic Qualifications / Experience
2. Professional Role
  - Teaching
  - Career Advising
  - Employer Liaison
3. Scholarly Activity
4. Service

For the purposes of tenure and promotion academic qualification will mean the terminal degree in a discipline and experience and performance in the career education field. The criteria to award tenure and promotion are similar to those for appointment.

**CAREER EDUCATION DEPARTMENT: PROFESSIONAL ROLE, SCHOLARLY ACTIVITY AND SERVICE**

<b>TRI-PARTITE</b>			
	<b>Co-op Coordinator - Researcher</b>	<b>Senior Co-op Coordinator - Researcher</b>	<b>Principal Co-op Coordinator - Researcher</b>
<p><b>Professional Role</b></p> <p>Teaching Knowledge</p> <p>Career Advising</p> <p>Employer Liaison</p>	<ul style="list-style-type: none"> <li>• Demonstrates a strong knowledge and theoretical understanding of Career Education</li> <li>• Will be a leader and contributor to instructional knowledge at the local and provincial level</li> <li>• Will actively strive to promote learning and teaching based on new research and information</li> <li>• Maintain and create a quality learning environment</li> <li>• Develop clear learning objective / outcomes</li> <li>• Develop and use of sound pedagogical teaching methods to enhance learning</li> <li>• Strong attachment and understanding of occupational classifications and employability skills</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an excellent knowledge and theoretical understanding of Career Education</li> <li>• Will be a leader and contributor to instructional knowledge at the national level</li> <li>• Demonstrate an excellence in course development, implementation and evaluation</li> <li>• Must demonstrate an exceptional understanding and knowledge of teaching and career advising practices</li> <li>• Fully engage in curricula design at the local and provincial level</li> <li>• Strong attachment and understanding of occupational classifications and employability skills</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an exceptional knowledge and theoretical understanding of Career Education</li> <li>• Will be a leader and contributor to instructional knowledge at the international level with an increasing sphere of influence</li> <li>• Must demonstrate an exceptional understanding and knowledge of teaching and career advising practices</li> <li>• Mentor faculty in providing course content</li> <li>• Fully engage in curricula design at the national level</li> <li>• Strong attachment and understanding of occupational classifications and employability skills</li> </ul>
<p><b>Scholarly Activity</b></p>	<ul style="list-style-type: none"> <li>• Provincially recognized as an expert in Career Education</li> <li>• Fully engage in the scholarship of Career Education</li> <li>• Produce peer and non peer reviewed reports, including publications, journals, articles, reviews, and manuscripts</li> <li>• Provide internal presentation within TRU and at local and regional conferences</li> <li>• Submits proposals for external funding</li> <li>• Assist students to obtain local research grants</li> <li>• Participant / Speaker at Regional / Provincial Conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Nationally recognized as an expert in Career Education</li> <li>• Demonstrated consistent and focussed scholarship in the field of Career Education</li> <li>• Produces peer reviewed reports, journals and publications at the national level</li> <li>• Provide mentoring for faculty and research students in obtaining research grants</li> <li>• Have a record of obtaining funding for research</li> <li>• Participant / Speaker at Provincial and National Conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Internationally recognized as an expert in Career Education</li> <li>• Demonstrates a sustained and advanced level of scholarship in the Career Education field</li> <li>• Have a sustained record of obtaining funding for research</li> <li>• Demonstrate national / international recognition for scholarly activity</li> <li>• Assume the role of principal researcher in scholarly activity</li> <li>• Participant / Speaker at Provincial, National, and International Conferences</li> </ul>
<p><b>Service</b></p>	<ul style="list-style-type: none"> <li>• Departmental committee memberships and participation</li> <li>• Active participation at Faculty Council and its subcommittees</li> <li>• Participation and contribution to the intellectual and cultural life at TRU</li> <li>• Member in professional organizations and provincial governing bodies</li> <li>• Supervision of students beyond professional role (ie: Mentoring, research supervision)</li> </ul>	<ul style="list-style-type: none"> <li>• TRU Wide committee membership and participation</li> <li>• Departmental Administration</li> <li>• Lecturer / Presenter at provincial and National conferences</li> <li>• Curriculum and scholarly review</li> <li>• Active member in provincial and international Organizations (related to profession)</li> </ul>	<ul style="list-style-type: none"> <li>• Chairing of TRU committees</li> <li>• Lecturer/Presenter at provincial, national, international conferences and universities</li> <li>• Active member in provincial, national and international organizations (related to profession)</li> <li>• Leaderships role in the facilitation of scholarly conferences</li> <li>• Consultation work at national and international level</li> </ul>

## TENURE AND PROMOTION BIPARTITE FACULTY

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### Co-op Coordinator / Work Experience Coordinator

Tenure and Promotion of a CED faculty member in the bipartite stream will be evaluated on the following categories (See Weighting):

1. Academic Qualifications / Experience
2. Professional Role
  - Teaching
  - Career Advising
  - Employer Liaison
3. Service

For the purposes of tenure and promotion academic qualification will mean the terminal degree in a discipline and experience and performance in the career education field. The criteria to award tenure and promotion are similar to those for appointment.

**CAREER EDUCATION DEPARTMENT: PROFESSIONAL ROLE, SCHOLARLY ACTIVITY AND SERVICE**

<b>BI-PARTITE</b>			
	<b>Co-op Coordinator</b>	<b>Senior Co-op Coordinator</b>	<b>Principal Co-op Coordinator</b>
<p><b>Professional Role</b></p> <p>Teaching Knowledge</p> <p>Career Advising</p> <p>Employer Liaison</p>	<ul style="list-style-type: none"> <li>• Demonstrates a strong knowledge and theoretical understanding of Career Education</li> <li>• Will be a leader and contributor to instructional knowledge at the local and provincial level</li> <li>• Will actively strive to promote learning and teaching based on new research and information</li> <li>• Maintain and create a quality learning environment</li> <li>• Develop clear learning objective / outcomes</li> <li>• Develop and use of sound pedagogical teaching methods to enhance learning</li> <li>• Strong attachment and understanding of occupational classifications and employability skills</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an excellent knowledge and theoretical understanding of Career Education</li> <li>• Will be a leader and contributor to instructional knowledge at the national level</li> <li>• Demonstrate an excellence in course development, implementation and evaluation</li> <li>• Must demonstrate an exceptional understanding and knowledge of teaching and career advising practices</li> <li>• Fully engage in curricula design at the local and provincial level</li> <li>• Strong attachment and understanding of occupational classifications and employability skills</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an exceptional knowledge and theoretical understanding of Career Education</li> <li>• Will be a leader and contributor to instructional knowledge at the international level with an increasing sphere of influence</li> <li>• Must demonstrate an exceptional understanding and knowledge of teaching and career advising practices</li> <li>• Mentor faculty in providing course content</li> <li>• Fully engage in curricula design at the national level</li> <li>• Strong attachment and understanding of occupational classifications and employability skills</li> </ul>
<p><b>Service</b></p>	<ul style="list-style-type: none"> <li>• Departmental committee memberships and participation</li> <li>• Active participation at Faculty Council and its subcommittees</li> <li>• Participation and contribution to the intellectual and cultural life at TRU</li> <li>• Member in professional organizations and provincial governing bodies</li> <li>• Supervision of students beyond professional role (ie: Mentoring)</li> </ul>	<ul style="list-style-type: none"> <li>• TRU Wide committee membership and participation</li> <li>• Departmental Administration</li> <li>• Lecturer / Presenter at provincial and National conferences</li> <li>• Curriculum and scholarly review</li> <li>• Active member in provincial and international Organizations (related to profession)</li> </ul>	<ul style="list-style-type: none"> <li>• Chairing of TRU committees</li> <li>• Lecturer/Presenter at provincial, national, international conferences and universities</li> <li>• Active member in provincial, national and international organizations (related to profession)</li> <li>• Leaderships role in the facilitation of scholarly conferences</li> <li>• Consultation work at national and international level</li> </ul>



## APPENDICIES

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### APPENDIX I

#### APPOINTMENT CRITERIA FOR TRIPARTITE FACULTY

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Appointment of a Tripartite Faculty will normally be based on:

1. Academic Qualifications / Experience
2. Professional Role
  - Teaching and Career Advising
  - Employer Liaison
3. Scholarship
4. Service

#### **Assistant Professor/Work Experience Coordinator Researcher**

##### **Academic Qualifications / Experience**

- Master's Degree relevant to the Career Education field
- Minimum of 7 years experience in Co-op / Career Education field
- Demonstrated scholarly activity
- Extensive related industry experience

#### **Associate Professor / Work Experience Coordinator Researcher**

##### **Academic Qualifications / Experience**

- Master's Degree relevant to the Career Education field
- Minimum of 10 years experience in Co-op / Career Education field
- Sustained achievement in scholarly activity with a reputation at the provincial/national level
- Extensive related industry experience

#### **Professor / Work Experience Coordinator Researcher**

##### **Academic Qualifications / Experience**

- Doctorate or Ph.D relevant to the Career Education field, or equivalent.
- Minimum of 12 years experience in Co-op / Career Education field
- Evidence of significant achievement in scholarly activity with a reputation at the National/International level
- Extensive related industry experience

## APPENDIX 2

### APPOINTMENT CRITERIA FOR BIPARTITE FACULTY

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Appointment of Bipartite Faculty will normally be based on:

1. Academic qualifications / Experience
2. Professional role
  - Teaching and Career Advising
  - Employer Liaison
3. Service

#### Co-op Coordinator / Work Experience Coordinator (appointment)

##### **Academic Qualifications / Experience**

- Master's Degree relevant to the Career Education field
- Minimum of 3 years experience in Co-op / Career Education field
- Extensive related industry experience

#### Senior Co-op Coordinator/Work Experience Coordinator (appointment)

##### **Academic Qualifications / Experience**

- Master's Degree relevant to the Career Education field
- Minimum of 5 years satisfactory experience in the Co-op / Career Education field at a post secondary institution
- Must demonstrate a strong teaching / career advising experience and achievement
- The candidate must demonstrate command of their subject matter, continuous growth in the subject field, ability to organize material and convey it effectively to students
- Extensive related industry experience

#### Principal Co-op Coordinator / Work Experience Coordinator (appointment)

##### **Academic Qualifications / Experience**

- Master's Degree relevant to the Career Education field
- Minimum of 7 years satisfactory experience in the Co-op / Career Education field at a post secondary institution with: 5 years would normally be completed at TRU
- Extensive related industry experience
- The candidate must demonstrate that he or she has exceeded the required performance standard in the professional role as outlined above for Senior Co-op Coordinator/Work Experience Coordinator. The candidate must demonstrate increased breadth of competence and depth of knowledge and skill
- The candidate must demonstrate and exceptional command of their subject matter, continuous growth in the subject field, ability to organize material and convey it effectively to students
- Demonstrated knowledge regarding new developments in student and employer career/human resource/recruiting practices and incorporates these when working with employer stakeholders

## APPENDIX 3

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### 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

## APPENDIX 4

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### Professional Role Descriptions: Teaching

- Communication Skills
  - Stimulation of Thinking
  - Interaction with Students
  - Subject Knowledge
  - Course Management
  - Knowledge of Labour Market Information
- **Subject Knowledge**  
Mastery of one's subject area. Is knowledgeable of current concepts and new developments in the discipline and incorporates them in course materials and when working with students and employer stakeholders; discards outmoded concepts or places them in proper perspective
- **Stimulation of Thinking**  
Utilizes current teaching methodologies that facilitate development of the students' decision-making and problem-solving skills and the synthesis, evaluation and application of knowledge; stimulates students to pursue interests beyond the minimum requirements in the classroom or work-term
- **Interaction with Students**  
A high level of accessibility to students. Motivates students, sensitive to student needs, demonstrates patience, fair and impartial, attentive to student comments and questions, skilled in observing student reactions-both in the classroom, one-to-one and during student work-term
- **Course Management**  
Develops course objectives, and presents them to students; teaches and evaluates consistently with course objectives; develops and uses educational materials effectively. Contributes to new curricular development, including collaborative courses and programs
- **Communication Skills**  
Enthusiastic and dynamic, good speaker with good delivery, clear and concise presentation of material, excellent in one-to-one and small group discussions
- **Knowledge of Labour Market Information**  
Is knowledgeable about local, provincial and national labour markets and provides current information to students

### Professional Role Descriptions: Career Advising

All faculty members must be committed to the well-being of students, both inside and outside the classroom. Effective advising helps create an environment which fosters student learning and student retention. Career advising may take the form of:

- One on one assistance
- Career planning and decision making
- Linking theoretical learning with that of experiential learning
- Mentoring students
- Labour market information
- Workplace conflict resolution support
- Job descriptions and student work-term/employer fit

## Professional Role Descriptions: Employer Liaison

Coordinator relationships with employer stakeholder are paramount to a student's success and learning. Effective strategies for effectiveness in employer liaison may include:

- Collaboration with employers to market students, negotiate student career related job postings and student career related activities.
- Incorporates new recruitment and marketing techniques for employer stakeholders.
- Evidence of collaboration with employers to create career related positions and practica that enhance and build on students education

## APPENDIX 5

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### Sample Journals

- Career Education Quarterly
- Journal of Co-operative Education and Internships
- Asia-Pacific Journal of Co-operative Education
- Higher Education
- Vocational Studies
- Canadian Journal of Career Development
- Journal of Employment Counselling
- Journal of Career Assessment
- Journal of Human Resources
- International Journal of Manpower
- Journal of Organizational Behaviour
- Journal of Career Development
- Journal of Workplace Learning

### Sample Professional Organizations

- Canadian Association of Career Educators and Employers
- Career Management Association of BC
- National Career Development Association
- Canadian Counselling Association
- Canadian Education and Research for Counselling
- World Association for Co-operative Education
- Canadian Association of Co-operative Education
- Association of Co-operative Education BC/Yukon