

Key Considerations: Tenure Process

1 External Reviewers

- External reviewers should be individuals of international stature in their field and will normally be distinguished senior members of the faculty of universities that are major centres of activity in the candidate's field.
- The dossier should include a discussion by the chair of the appropriateness of each external reviewer, particularly if they are not from a peer institution.
- The statement of reasons should reflect the tenure committee's discussion of the appropriateness of each external reviewer.

2 Conflict of Interest

- All participants in the tenure review process must be able to provide an unbiased evaluation of the candidate's work.
- External referees should be chosen for their ability to judge the quality of the candidate's work at arm's length. Similarly, those who have collaborated or acted as co PI's with the candidate should not serve on internal reading, teaching committees or the tenure committee.
- Where a potential conflict of interest is discovered during the tenure review process, the tenure committee should carefully and substantively consider how significant the conflict is. The statement of reasons should reflect the committee's reasoning and how it impacted their assessment of the tenure dossier.

3 Collaborators' Statements

- It is essential, where the candidate has collaborators, to ask the collaborators to comment on the accuracy of the candidate's description of the nature of the collaboration and the nature and extent of the candidate's contribution.

4 Summary of Evidence (SOE)

- The SOE should be long enough to fully and accurately reflect the content of the file such that the candidate knows the evidence before the committee and must include:
 - ▶ Negative as well as positive comments/conclusions
 - ▶ An accurate reflection of the views of specific reviewers

5 Statement of Reasons (SOR)

- Tenure should be awarded on the basis of the information in the dossier. If new evidence, not in the dossier, is considered by the tenure committee, the candidate should be made aware of it in a revised SOE.
- The SOR should go beyond presenting excerpts from the tenure dossier and should fully outline the reasons for the decision of the tenure committee.