

## **REPORT OF THE TENURE AND MENTORING COMMITTEE**

**13 April 2017**

### **The Purpose of the Tenure and Mentoring Committee is:**

To provide new faculty and librarians support and guidance to become familiar with the tenure process early on in their career; to engage in, document, and present professional activities that will garner them tenure in due course; and to facilitate their integration in departments and McGill community.

### **Activities include:**

- Disseminating information about successful mentoring models at McGill
- Providing annual workshops for new faculty and chairs
- Soliciting departmental help in establishing formal and informal mentoring
- Alerting MAUT members about responsibilities regarding the preparation of the tenure dossier
- Identifying/introducing advisors to MAUT members who can assist in the preparation of the tenure dossier

### **2016-2017 Committee Members :**

Andrew Kirk; Gloria Tannenbaum; Patricia Boksa; Alenoush Saroyan (Chair)

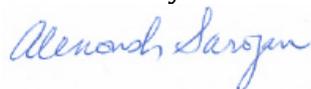
The Committee's main activity is to plan and organize the annual Tenure and Mentoring workshop.

Last year's workshop was held on 21 April 2016 (Appendix I). Sixty-nine individuals participated in this workshop and 19 individuals joined MAUT subsequently. Evaluations were extremely positive (Appendix II).

To plan this year's workshop which will be held on April 19<sup>th</sup>, the Committee met on February 8, 2017. This year's agenda (Appendix III) is similar to last year's but the list of moderators and speakers is slightly different. The event has been publicized via the MAUT listserv and through direct messages to the untenured cohort and to Chairs and Deans to encourage participation. The notice also appears on the MAUT website. As in last year, attendance is restricted to MAUT members or those who intend to become a member following their gratis year.

The Tenure and Mentoring Committee will be moving forward with planning a workshop for Fall 2017 to foster mentoring and to provide insight and guidelines for individuals who serve as mentors in academic units.

Submitted by:



Alenoush Saroyan

President-Elect and Chair, Tenure and Mentoring Committee

## APPENDIX I – 2016 TENURE AND MENTORING WORKSHOP AGENDA



### McGILL ASSOCIATION OF UNIVERSITY TEACHERS



### 15<sup>th</sup> Tenure and Mentoring Workshop for Non-Tenured Academic & Librarian Staff

Thursday, April 21, 2016

Forum: 9:00 -11:45 am; Buffet lunch: 11:45 am

#### AGENDA

- 9:00-9:05 *Opening comments: The workshop, agenda and introduction of panelists*  
Alenoush Saroyan, Educational and Counselling Psychology
- 9:05-9:20 *Preparing for the renewal and tenure processes*  
Bernard Robaire, Pharmacology
- 9:20-9:35 *Departmental Mentoring*  
Alenoush Saroyan
- 9:35-9:45 *The Teaching Portfolio*  
Laura Winer, Director, Teaching and Learning Services
- 9:45-9:50 *The Research Portfolio*
- 9:50-10:50 *Break-out Groups to Discuss General Evaluation Criteria*  
Faculty Moderators  
FAES: Brian Driscoll & Kevin Wade  
Arts: Maggie Kilgour & Michael Smith  
Education: Alenoush Saroyan  
Engineering: Milica Popovic  
Management: Emine Sarigollu  
Medicine: Terry Hébert, Roberta Palamour  
Music: Stéphane Lemelin  
Science: Barbel Knauper  
Law: Adelle Blackett  
Libraries: Eamon Duffy, Sara Holder

- 10:50-11:05 *General Discussion about criteria with input from round tables*
- 11:05-11:35 *The experience of the exercise from the perspective of newly renewed and promoted faculty members*  
Reappointment: Armando Bertone, ECP  
Tenured: Isabelle Rouiller, Anatomy and Cell Biology  
Tenured: Jelena Ristic, Psychology
- 11:35- 11:45 *Closing Comments; MAUT's Role; Professional Services*



## McGill Association of University Teachers Evaluation Comments

### 15<sup>th</sup> TENURE, RENEWAL AND MENTORING WORKSHOP for ACADEMIC and LIBRARIAN STAFF

McGill University Faculty Club  
April 21, 2016

*I don't think this request is really directed to me, as I was attending as a moderator. However, I will make a couple of comments.*

*First, I found the seminar to be generally very informative, and had I been a junior professor, I would have found much of the information presented to be extremely helpful. The presentation and later comments by Bernard Robaire were particularly helpful, as he clearly knows all of the regulations and requirements inside out.*

*Second, even in faculties that have adopted mentoring plans, there is still a big difference between implementation by individual departments. In my experience, only a few departments provide mentoring to ALL new employees, though some others are very good at assigning mentors to employees that show signs of struggle at their first re-appointment evaluations. I do not know to what extent MAUT can have an influence on this, but increasing availability of mentoring opportunities would be a worthy goal.*

*Third, the present situation is clearly skewed by the campus-wide freeze on tenure track appointments, and those persons who were appointed only a year or two ago but already have research portfolios that would make them candidates for early review for tenure may have atypical problems. There were several such persons at our table, and I heard murmurs around the room from others. If time and resources permit, it might be good to give these people special attention, as many of them have not yet had time to develop teaching or service portfolios.*

*I found this a good experience, and would be happy to do it again if requested,*

*Roberta Palmour*

**(1) Did this session meet your expectations? Please make 2-3 points to support your view.**

- Yes, provided practical advice  
.....
- Yes very helpful.
- Good overview of the renewal process and how to get more info/details about specifics.  
.....
- Clear presentation about each sections and examples of what is outstanding/satisfactory

- Round table

Yes because it:

1. Clarified timelines
2. Clarified expectations
3. Provided a place to ask questions

Yes, I received direct and practical information on tenure and renewal.

Very helpful and interactive. Very practical and immediately relevant to my situation.

Yes, I was able to understand the process better. I met with helpful senior colleagues, one of whom kindly agreed to be my mentor.

*Yes. We heard from a variety of speakers: the experts, the specialists, and the recently tenured. Hearing from multiple perspectives was very useful.*

## **(2) What were the best features of the workshop?**

-I am within my first year of appointment so everything was very helpful.

-Distinction between service and teaching was appreciated.

Did the workshop give you concrete ideas about how to better prepare yourself for the process? If yes, please specify 1-2 points.

-consult other teaching dossier

-I started an excel spreadsheet and currently adding relevant info as they come

The whole workshop was effective. Each part offered an important element in an overall experience of learning and sharing.

The testimonial of different professors who went through the process

The small group session where we spoke with a 'mentor' was the best part.

The Q and A.

*For me, the most helpful aspects were getting a sense of how the criteria are interpreted. We generally understand that we have to show excellence in research, teaching, and service etc, but knowing what counts, how it is interpreted, and getting some insight into creating a narrative to frame one's work and dossier is what is most helpful.*

## **(3) Did the workshop give you concrete ideas about how to better prepare yourself for the process? If yes, please specify 1-2 points.**

- Yes

Yes:

1. Begin preparing my promotion file today to ensure that I don't forget things and that the process is not overwhelming. Track everything. It all counts.
2. Review and understand university and departmental standards and guidelines as well as adjudication and appeals processes.
3. Start thinking about 8 file evaluators early – this work is hard and important.

Yes, that we should make notes of everything you do and start writing the dossier early.

Yes; I am in the midst of a tenure submission and this workshop helped me immediately better select my referees and streamline my dossier

I thought that the discussion of the CV was very important. I also learned so much about what committees usually look for, especially through the horror stories and the success stories. Both of them gave us different perspectives about the process.

*Yes. Ideas such as beginning to document early, and staggering grant applications to allow for continuous funding, and ensuring that there is an upward trend in the portfolio were helpful. However, as I have said above, in many ways the softer, less tangible points were equally valuable (such as striking balance between “I’m awesome” and being too modest” in the cover letter, for example).*

#### **(4) What would you suggest we do differently?**

- As much as possible provide concrete examples, despite high variability in standards
- **-having handouts/powerpoint beforehand: e.g. blast email with link to website with slides on the morning of the workshop.**
- One thing I would appreciate is someone walking us through what a file actually looks like and how it’s put together. This is still very abstract to me. I know that I will ultimately need to ask to review colleagues’ files, but even to understand all the aspects of the workshop in fullness (e.g., the conversation at our table about cover letters), it would be good to see some examples.
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- Nothing. It was great.
- Perhaps make the online materials available before the workshop so that we can review before the session?

I was suggest that perhaps there should be a more customized session wherein there could be say 5 different tables with themes (CV, teaching portfolio, research, service, etc.) and people go around asking questions at the different stops depending on their specific needs.

*I would be happy to hear more specific ideas about getting involved in service—what kinds of committees count most, how to get involved, etc.*

#### **(5) What other workshops would you like to see organized by the MAUT?**

[Thank you for an excellent workshop.](#)

I am not sure at this time, but I have a new appreciation for MAUT, having stayed for the entire workshop, lunch and AGM.

#### [A Workshop on promotion to Full Professor](#)

I think a workshop on how to develop a career in administration at the University would be interesting.

*It would be helpful to have a workshop that gives us various perspectives on how colleagues strike work-life balance, manage time, and manage the general independence and lack of structure of an academic career. I also wonder whether MAUT can set up a mentorship system, rather than leaving it to departments to do. With such a structure in place, departments may find it easier to become involved, and access to vital advice would be more equitable.*

## APPENDIX III – AGENDA, 2017 TENURE AND MENTORING WORKSHOP



### McGILL ASSOCIATION OF UNIVERSITY TEACHERS



## 16<sup>th</sup> Tenure and Mentoring Workshop for Non-Tenured Academic & Librarian Staff

Wednesday, April 19, 2017 @ the Faculty Club

Forum: 9:00 -11:45 am; Buffet lunch: 11:45 am

### AGENDA

- 9:00-9:05 *Opening comments: The workshop, agenda and introduction of panelists*  
Alenoush Saroyan, Educational and Counselling Psychology (ECP)
- 9:05-9:20 *Preparing for the renewal and tenure processes*  
Fabrice Labeau, Electrical and Computer Engineering
- 9:20-9:30 *Departmental Mentoring*  
Gloria Tannenbaum, Pediatrics and Neurology & Neurosurgery
- 9:30-9:40 *The Teaching Portfolio*  
Laura Winer, Director, Teaching and Learning Services
- 9:40-9:50 *The Research Portfolio*  
Patricia Boksa, Psychiatry
- 9:50-10:40 *Break-out Groups to Discuss General Evaluation Criteria*  
Faculty Moderators
- |              |  |
|--------------|--|
| FAES:        | Brian Driscoll & Kevin Wade                        |
| Arts:        | John Galaty, Elisabeth Gidengal & Michael Smith    |
| Education:   | Alenoush Saroyan                                   |
| Engineering: | Andrew Kirk  |
| Management:  | Emine Sarigollu                                    |
| Medicine:    | Thomas Duchaine, Gloria Tannenbaum, Patricia Boksa |
| Music:       | Stéphane Lemelin                                   |
| Science:     | TBD  |
| Libraries    | Natalie Waters                                     |

- 10:40-11:05 *General Discussion about criteria with input from round tables*
- 11:05-11:35 *The experience of the exercise from the perspective of newly renewed and promoted faculty members*  
Reappointed: Eve-Marie Quintin, Educational Psychology  
Tenured: Natasha Rajah, Psychiatry
- 11:35- 11:45 *Closing Comments; MAUT's Role; Professional Services*