

# **CRITERIA DOCUMENT FOR LABORATORY INSTRUCTORS:**

**TERMS OF REFERENCE FOR GRANTING  
SABBATICALS, PROMOTIONS, CONTINUING  
APPOINTMENTS, INCREMENTS AND  
MERIT INCREMENTS**

Revised October 2014

(<http://www.uregina.ca/science/administration/links.html>)

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## ***1. GENERAL PRINCIPLES***

In the Faculty of Science Laboratory Instructors are expected to be committed to teaching and laboratory development in the context of undergraduate laboratories. To advance through the ranks they must be active in the assigned duties of laboratory instruction, development and maintenance. They are also expected to contribute to the administration of the Department, Faculty, University and relevant professional organizations (service duties). Standards of performance should be applied in a manner that recognize differences in the ranks, subdisciplines, patterns of activity at various times in one's career, and annual workload and assignments. Quantitative and qualitative expectations in teaching, laboratory development and administrative service should be formulated in a way that is clearly understood and readily applied. Furthermore, the language of evaluation should be unambiguous and consistent with the provisions of the University of Regina Faculty Association (U.R.F.A.) Collective Agreement.

## ***2. LABORATORY INSTRUCTOR PROFILES***

Since their primary responsibility is to develop and maintain a high standard of instruction in the laboratory, teaching proficiency is required for all laboratory instructor ranks and is a prerequisite for the granting of Appointments with Tenure and Promotion.

### **2.1 LABORATORY INSTRUCTOR I**

Modification of existing laboratory projects/experiments/exercises/fieldwork is expected at this rank. Participation in laboratory program development is not normally expected at

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*University of Regina – Faculty of Science*

*Criteria Document for Laboratory Instructors: Terms of Reference for Granting Sabbaticals, Promotions, Continuing Appointments, Increments and Merit Increments*

*Revised October 2014*

the Laboratory Instructor I rank. Laboratory Instructors at this rank are responsible for supervising Teaching Assistants in the laboratory sections the Laboratory Instructor is teaching if applicable. At this level, the Laboratory Instructor is not expected to supervise Teaching Assistants in other laboratory sections if applicable.

## **2.2 LABORATORY INSTRUCTOR II**

A Laboratory Instructor at this rank is expected to contribute to the development of individual laboratory projects /experiments/ exercises/fieldwork. The Laboratory Instructor at this rank should begin to assume administrative duties and supervising Teaching Assistants instructing other laboratory sections.

## **2.3 LABORATORY INSTRUCTOR III**

A Laboratory Instructor III is expected to participate in laboratory program development. At this level the Laboratory Instructor is expected to supervise Teaching Assistants instructing other laboratory sections if applicable and to be involved in the administrative infrastructure of the department and participating in administrative service to the Faculty and the University.

In a truly collegial environment, senior Laboratory Instructors should be a resource to those of junior rank, providing encouragement, mentoring and support to those moving through the ranks, especially in laboratory development, teaching proficiency and laboratory maintenance.

### **3. REVIEW COMMITTEE**

#### **3.1 COMPOSITION AND ELECTORAL PROCESS**

1. Participation in the electoral process for the Laboratory Instructor Review Committee of the Faculty of Science:

(a) The following academic staff members of the Faculty of Science shall have voting rights:

(i) Members holding “Full-Time Appointments” in the “Laboratory Instructor Ranks” - Laboratory Instructor I, Laboratory Instructor II, and Laboratory Instructor III.

(ii) Members with permanent “Part-Time Appointments” in the “Laboratory Instructor Ranks” -- Laboratory Instructor I, Laboratory Instructor II, and Laboratory Instructor III.

(iii) Members with “Full-Time Term Appointments” in the “Laboratory Instructor Ranks” -- Laboratory Instructor I, Laboratory Instructor II, and Laboratory Instructor III.

(b) The following academic staff members of the Faculty of Science shall be eligible to be nominated:

(i) Members holding “Full-Time Appointments” in the “Faculty Ranks” and “Laboratory Ranks” -- Lecturer, Assistant Professor, Associate Professor, Professor, Laboratory Instructor I, Laboratory Instructor II, and Laboratory Instructor III, excluding department heads and members who are

not part of the Faculty Association bargaining unit.

(c) The following issues shall also be considered:

- (i) Wherever feasible, it is recommended that only members with Tenure be nominated.
2. **Membership:** shall include three Laboratory Instructors and two Faculty members. In accordance with Article 17.13 of the U.R.F.A. Collective Agreement the Dean may be present as an observer when the Laboratory Instructor Review Committee meets.
  3. **Procedure:** two to three nominations from the Laboratory Instructors shall be submitted to the Dean prior to September 10<sup>th</sup>. The Dean will then arrange for the Laboratory Instructors in the Faculty of Science to elect by secret ballot, prior to October 1, one representative and one proxy.

The Dean will nominate three Faculty members prior to September 10<sup>th</sup>. The Dean will arrange for the Laboratory Instructors in the Faculty of Science to elect by secret-ballot prior to October 1, one representative and one proxy.

Nominations shall be allocated numerical votes and ballots shall be marked with a 2, a 1, and a 0. The nominee with the highest score will be the elected representative; the nominee with the second highest score will be elected as the proxy.

In the case of a tie between two nominees the representative will be selected by the Dean.

4. **The proxy** will replace the representative if the latter becomes ineligible or physically unable to serve during the Laboratory Instructor Review process. Once involved in the work of the Laboratory Instructor Review Committee the proxy will complete the review process that year. The only exception will be if the representative is able to continue after the sabbatical leave applications have been reviewed and prior to the review of all other matters.
5. **Term of Office:** The Laboratory Instructors' term of office shall be three years for both the representative and the proxy. A Laboratory Instructor who has served three consecutive years on the Laboratory Instructors Review Committee is not eligible for immediate reelection. The Faculty members' term of office shall be two years for both the representative and the proxy. A Faculty member who has served two consecutive years on the Laboratory Instructors Review Committee is not eligible for immediate reelection. A proxy who has replaced the original representative for more than the sabbatical reviews cannot be reelected.
6. **Chair:** One of the representatives shall be elected by the Laboratory Instructor Review Committee members to serve as chair. The chair shall have voice and vote.
7. The Faculty delegates to the Laboratory Instructor Review Committee the power to act in situations not covered by the above electoral guidelines.

## **3.2 ADMINISTRATIVE PROCEDURES**

### **Preamble**

The procedure is described in general terms in Article 17 of the U.R.F.A. Collective Agreement. The purpose of this document is to give a written description, at an appropriate level of detail, of the procedures used in the Faculty of Science.

Article 17.2 of the U.R.F.A. Collective Agreement specifies which academic staff members are to be reviewed by a Review Committee. Laboratory Instructors at the rank of Laboratory Instructor I, Laboratory Instructor II, or Laboratory Instructor III who are being reviewed shall be reviewed by the Laboratory Instructor Review Committee. The procedures are described by means of an introductory explanation followed by the relevant articles of the U.R.F.A. Collective Agreement and specific details relevant to the Faculty of Science.

### **Review Procedure**

Performance review, as described in Article 17 of the U.R.F.A. Collective Agreement, is the major duty of the Laboratory Instructor Review Committee. One additional duty described in Article 16.7.6 of the U.R.F.A. Collective Agreement is the review of applications for sabbatical.

### **Review of Applications for Sabbatical**

The Laboratory Instructor Review Committee meets in October or November to consider applications for sabbatical. The Laboratory Instructor Review Committee's recommendations are submitted to the Dean in writing. In accordance with Article 17.13 of the U.R.F.A. Collective Agreement the Dean may be present as an observer when the Laboratory Instructor Review Committee meets.

## **Performance Review**

Since the review process is specified in some detail in the U.R.F.A. Collective Agreement, the most relevant passages are quoted verbatim in italics below, and procedures specific to the Faculty of Science are given in ordinary (Roman) type.

In accordance with Article 17.11 of the U.R.F.A. Collective Agreement... *When establishing review criteria and procedures, the Dean shall consult in committee with the academic staff members of the academic unit. The criteria and procedures shall be reviewed from time to time by the Dean through consultation in committee with the members of the academic unit. Such a review is to be initiated either at the request of the Dean, or after a request by the members of the academic unit, as ascertained by a motion to that effect passed at a meeting of the members of the academic unit to which they are assigned as specified in Article 13.9. The criteria and procedures shall be distributed to the members to whom they pertain and to the Faculty Association.*

*New or revised review criteria must be approved before the beginning of the review period to which they apply. Approval will be by a majority vote of the members to be governed by such. In the event the Dean and the members cannot reach agreement, the review criteria and procedures shall be specified in writing by the Vice-President (Academic) only after consultation in committee with the members of the academic unit.*

For any Laboratory Instructor in the Faculty of Science the “*review criteria and procedures*” mentioned in Article 17.11 of the U.R.F.A Collective Agreement are given in the current version of the document entitled “Criteria Document for

Laboratory Instructors: Terms of Reference for Granting Sabbaticals, Promotions, Continuing Appointments, Increments and Merit Increments,” which is available on the Faculty of Science website.

In accordance with Article 17.10 of the U.R.F.A. Collective Agreement... *While it is recognized that there may be considerable variation among the criteria of academic units, such variations shall not be extreme or unfair.*

In accordance with Article 17.12 of the U.R.F.A. Collective Agreement... *In departmentalized faculties, the initial reviewer shall be the department head or equivalent.*

*The Dean, after consultation in committee with the department heads or equivalents in that Faculty or equivalent unit, shall choose the initial reviewer(s) for heads, and inform the heads of their choice(s) no later than September 30<sup>th</sup>.*

*The initial review shall be conducted in accordance with procedures established by the academic unit and entered on the form over the signature of the initial reviewer.*

*When the initial reviewer has made a recommendation, it shall be communicated in writing to the academic staff member.*

*The initial reviewer shall discuss the recommendation with the academic staff member. Upon request by the member, the initial reviewer shall provide a copy of the Performance Review Form, including the recommendation, to the member.*

*The academic staff member shall sign the Performance Review Form indicating the member has read the Form. The member's*

*signature does not necessarily indicate that the member is in agreement with the statements on the Form.*

*Academic staff members may add clarifying information after they have signed the Performance Review Form. This information shall be provided to the Dean no later than one week after the member has signed the Performance Review Form. The Dean shall attach this information to the Performance Review Form before it is forwarded to the Review Committee.*

*The initial review shall not be forwarded to the Review Committee until all the above steps have been completed.*

In the Faculty of Science, in accordance with Article 17.12 of the U.R.F.A. Collective Agreement the Department Head is the initial reviewer. The procedure relating to the initial evaluation is given in Article 17.12 of the U.R.F.A Collective Agreement. In the Faculty of Science, the following details are relevant to this procedure. Upon submission of the Annual Information Form by an academic staff member with a tenure-track appointment, the Department Head may choose to hold an informal meeting with the member during which the Department Head may make suggestions about revisions to the documentation that the latter has provided but it is the responsibility of the Laboratory Instructor to determine and provide all necessary information required for the review process.

In accordance with Article 17.9 of the U.R.F.A. Collective Agreement, the Department Head does not have access to the Letters of Reference collected for reviews with regard to Tenure.

In accordance with Article 17.13 of the U.R.F.A. Collective Agreement... *The next step in the review process is an independent review by a committee elected by academic staff members of the academic unit, or selected by another procedure fully acceptable to the members of the academic unit and the Dean. The committee shall not include anyone with an out-of-scope appointment. The Dean may be present as an observer when the Review Committee meets.*

*Keeping in mind the substance of Articles 17.1 and 17.4, the Review Committee shall review the statements included in and attached to the Annual Information Form and the Performance Review Form in the light of established criteria of the academic unit and make written recommendations, with rationale, on the Performance Review Form. Similarly, keeping in mind the substance of Articles 17.1 and 17.4, if there are verbal submissions by initial reviewers to the Committee made in the performance review process, the Committee shall decide if they are fair and appropriate commentary based upon appropriate evaluation of the material submitted for review. If they are not, they shall be excluded from consideration. If they are deemed to be fair and appropriate commentary, they shall be put in writing and communicated to the academic staff member being reviewed. The member will then have an opportunity to respond to the commentary.*

*The Review Committee shall schedule a meeting with the Dean to provide its recommendations to the Dean. In the case of a tenure-track academic staff member, the committee shall provide a written recommendation on renewal of appointment, the rationale for its recommendation, comments on the member's performance, and suggestions to the member on*

*steps to be taken for progress towards tenure and/or promotion. This document shall be part of the member's file.*

The Laboratory Instructor Review Committee shall be elected according to the Faculty of Science Laboratory Instructor Review Committee Electoral Procedures, described in Article 3.1 of “Criteria Document for Laboratory Instructors: Terms of Reference for Granting Sabbaticals, Promotions, Continuing Appointments, Increments and Merit Increments,” available on the Faculty of Science website.

In the Faculty of Science, the Annual Information Forms, Performance Review Forms, and supporting documentation shall be provided electronically whenever possible to each member of the Laboratory Instructor Review Committee. Each letter applying for review, tenure, or promotion, as well as any Letters of Reference relevant to applications for an Appointment with Tenure shall be made available to the Laboratory Instructor Review Committee. Any Teaching Dossiers submitted by Laboratory Instructors shall also be provided to the Laboratory Instructor Review Committee. **The Laboratory Instructor Review Committee shall treat all information provided as confidential.** All documentation made available to the Laboratory Instructor Review Committee as a whole shall be stored in the Faculty Review Room (LB 229) during the period of deliberations, which typically occurs from January to March.

The Laboratory Instructor Review Committee shall conduct its review in an orderly fashion paying attention to relevant deadlines, such as decisions for members with tenure-track appointments. The Laboratory Instructor Review Committee is granted flexibility concerning the order in which the work is

done. However, it is strongly suggested that the following order be followed: (1) reviews and recommendations pertaining to tenure-track members be done first, and include tenure renewal or granting of tenure, awarding increment, merit increment, and promotion; (2) reviews and recommendations pertaining to tenured and term members be done next, and include awarding increment, merit increment, and promotion.

This order is suggested because decisions regarding tenure-track members are required earlier by the University. Furthermore, having all recommendations taken at the same time for each of the tenure-track and tenured members considerably reduces the paperwork.

In the Faculty of Science, the Dean may attend meetings of the Laboratory Instructor Review Committee as an observer. The Laboratory Instructor Review Committee may meet in camera, or over speaker phone if necessary. If a member of the Laboratory Instructor Review Committee is in a conflict of interest with any Laboratory Instructor being reviewed, the member shall be required to leave the room during any deliberations with respect to this review, and shall not be informed of the recommendations made with respect to this review except by means of the regular procedures.

In the Faculty of Science, the Laboratory Instructor Review Committee may invite a department head to one or more Laboratory Instructor Review Committee meetings to discuss the comments and recommendations of the Department Head. A written transcript of questions and answers relevant to the Laboratory Instructor under review shall be kept and provided to the Dean.

The Laboratory Instructor Review Committee shall schedule a meeting with the Dean to provide the Committee's recommendations to the Dean in writing. The Laboratory Instructor Review Committee shall record whether or not a decision was unanimous or an even split, all other outcomes will be reported as "in favour of" or "opposed to."

In accordance with Article 17.14 of the U.R.F.A. Collective Agreement... *The academic staff member shall be given an opportunity to see the Performance Review Form after the Review Committee has made its recommendation(s).*

*The Dean will invite, in writing, all academic staff members under review to peruse their Forms and, if they have any concerns, to schedule meetings with the Dean to discuss the Forms and the forthcoming career decision of the Dean. Upon request of the member, the Dean shall provide the member with a copy of the Performance Review Form (including the recommendations of the Review Committee). Except in unusual circumstances, members who are not on leave shall have seven days from receipt of the invitation to respond. If a member requests a meeting, the Dean shall schedule it as quickly as possible. The Dean shall contact members who are on leave and are being reviewed to arrange a mutually satisfactory deadline for perusing their Forms and arranging any meetings to discuss the Forms and the forthcoming career decision of the Dean.*

*At the meeting, the academic staff member shall be given an opportunity to interpret, explain, or add to the information contained in the written statements on the Performance Review Form.*

*After the initial meeting the academic staff member shall have seven calendar days to request one further consultation.*

*An academic staff member may attach a special submission to the Performance Review Form before the Dean issues a decision. It is the member's obligation to attach such a submission within seven days of the initial meeting with the Dean.*

*In accordance with Article 17.15 of the U.R.F.A. Collective Agreement... If an academic staff member deems that a written comment or evaluation on the Annual Information Form, the Performance Review Form, or any material attached thereto, by any person or committee involved in the performance review process, is biased, unfair, or otherwise improper, the member may request that the comment be reconsidered. If the Dean agrees, the author shall be asked to rescind or alter the comment.*

*If the Dean does not agree, or if the author refuses to rescind the comment or alter it in a manner acceptable to the academic staff member, the Dean or the member may refer the matter to a tripartite board. The board shall determine whether or not the comment is to be excised or amended.*

*The board shall be composed of members currently on staff at the University and outside the academic unit where the dispute occurred. The University and the Faculty Association shall each name one academic staff member to the board. The Chair shall be selected by mutual agreement between the Faculty Association and the University. (See Appendix G: General Procedures for Tripartite Board Review).*

*The University shall inform the Faculty Association of disputes arising under this Article, and shall provide the Faculty Association with the information needed to monitor the progress and resolution of such disputes.*

*In accordance with Article 17.17 of the U.R.F.A. Collective Agreement... Only after all the steps outlined above have been completed shall the Dean make a decision concerning the academic staff member's career progress. The Dean may consult with any of the parties involved in the review process prior to making a decision.*

*Before making their decisions, Deans may seek advice from the Academic Review and Development Committee. ARDC shall only offer advice and shall not under any circumstances undertake a de facto review of individual members. The decision shall be made by the Dean alone.*

*The Dean shall enter the decision on the Performance Review Form and sign the Form.*

*In accordance with Article 17.18 of the U.R.F.A. Collective Agreement... As part of a comprehensive teaching evaluation system, a Dean may develop, administer, and use appropriate student course/instructor evaluation forms, following consultation in committee with academic staff members of the appropriate unit.*

*The Faculty Association and the University agree that student course/instructor evaluations do not constitute unequivocal measures of teaching effectiveness and may only be used as part of a more comprehensive teaching evaluation system which may include other measures of student impact, peer*

*evaluation, and reflective thought from the member. Such a system, if developed, shall be created in consultation with the academic staff members of the appropriate Faculty and included in the faculty criteria documents.*

*When the information from student course/instructor evaluations is used, it will be in an aggregated or summarized form. Anonymous student comments gathered in the course/instructor evaluation process shall not be included in the aggregated or summarized forms. It is the member's choice to provide students' comments, but if they choose to do so, they must provide the complete set of students' comments from the course.*

*An academic staff member who does not wish to use the form which is in current use may make a written proposal to the Dean suggesting an alternative method of student course/instructor evaluation.*

Article 17.18 of the U.R.F.A. Collective Agreement allows the use of “*appropriate student course/instructor evaluation forms.*” In the Faculty of Science, unless a written proposal for an alternative method of student course/instructor evaluation has been agreed to by the Dean, the evaluation of teaching and the forms used are described in the “Faculty of Science Guide for Academic Staff Members” (Part III, and the Appendices). The “Guide for Academic Staff Members” is available on the Faculty of Science website.

For every laboratory section, a statistical summary of the responses to the Laboratory/Instructor Evaluation Questionnaire called the Faculty of Science Course Evaluation Report shall be prepared. A copy of this report shall be

provided to the Department Head, the Laboratory Instructor Review Committee, and the Dean for any Laboratory Instructor being reviewed.

*In accordance with Article 17.19 of the U.R.F.A. Collective Agreement... All decisions on career progress arising from the performance review process shall be communicated to the academic staff member in writing in a timely manner and no later than June 30<sup>th</sup>. In the case of a decision concerning renewal of a tenure-track appointment, or granting of an appointment with tenure, the decision shall be communicated to the member no later than March 31<sup>st</sup>.*

*All decisions concerning career progress shall take effect on the July 1st following the end of the review period.*

*In accordance with Article 17.20 of the U.R.F.A. Collective Agreement... The Dean shall provide written reasons for the decision made upon the review of an academic staff member. The reasons shall refer clearly to the established criteria. Meetings may be scheduled by the Dean or the academic staff member to discuss the member's performance and options.*

*In the case of renewal of a tenure-track appointment, the Dean shall communicate to the academic staff member annually and in writing any areas of concern, indicating the Dean's assessment of the member's performance and areas that need improvement. The Dean shall discuss with the member the ways and means by which the performance can be improved.*

*The decision of the Dean concerning renewal of a tenure-track appointment or granting of tenure is subject to the approval of the Board of Governors or its delegate. Neither the Dean nor*

*the member, nor anyone acting on their behalf, shall confer privately with, or provide additional evidence or arguments to, the Board of Governors or its delegate.*

In accordance with Article 17.21 of the U.R.F.A. Collective Agreement... *Every academic staff member who has been reviewed and whose performance has been deemed to be below standard for the category and rank of appointment shall be so informed in writing by the Dean. The Dean's letter shall also stipulate what improvements would be required for the member's performance to be considered acceptable.*

## **4. PERFORMANCE OF DUTIES**

### **4.1 EVALUATION**

The following guidelines assume good judgment and good faith at all levels of the review process. The required performance of duties of Laboratory Instructors is described in Article 16 of the U.R.F.A. Collective Agreement. Article 17 of the U.R.F.A. Collective Agreement states that these duties will be evaluated according to the agreed procedures. In accordance with Article 17.7 of the U.R.F.A. Collective Agreement every Laboratory Instructor shall normally complete an Annual Information Form and submit the completed form to the Department Head. All non-tenured (including tenure-track) academic staff members must also include a copy of their current Curriculum Vitae and Teaching Dossier until Tenure is awarded. **The Department Head will complete the Performance Review Form annually for all Laboratory Instructors.** Article 17.4.2 of the U.R.F.A. Collective Agreement states that the Performance Review Form

must be signed by the Laboratory Instructor to indicate that the member has read the form.

Article 17.2.2 of the U.R.F.A. Collective Agreement describes the academic staff members who will be reviewed annually. Article 17.2.2 of the U.R.F.A. Collective Agreement exempts academic staff members with tenured appointments and requires that the review process occur every third year with no recommendation made in the off year on the Performance Review Form. The review process will be done in accordance with Article 17.4 of the U.R.F.A. Collective Agreement and the Faculty of Science procedures for performance review.

Laboratory Instructor evaluation involves an assessment of the individual's performance of their assigned duties in laboratory instruction, laboratory development and administrative service (including Public Service). Every academic staff member of the Faculty of Science is expected to act in a collegial and professional manner as a matter of course. Decisions leading to promotion or salary increase will be based on the quality of individual contributions in the broad areas of assigned duties in Laboratory Instruction and Related Instructional Duties, Laboratory Development, Administration and Maintenance, and Public Service, with Laboratory Instruction and Laboratory Development being preminent. Expectations of performance will increase with rank. **Laboratory Instructors whose duties are not consistent with this criteria document should have such assignments agreed to in writing by the Department Head and approved by the Dean.**

## 4.2 LABORATORY INSTRUCTION AND RELATED INSTRUCTIONAL ACTIVITY

Laboratory instructors are expected to demonstrate: 1) an ability to present subject matter clearly and logically at a level appropriate to the students; 2) an interest in the work; and 3) an enthusiasm for the subject. Demonstration of teaching proficiency is a prerequisite for an Appointment with Tenure and promotion at all ranks. The University of Regina Centre for Teaching and Learning may be used as a resource for teaching development. Laboratory Instructors are referred to the Faculty of Science “Guide for Academic Staff Members” for additional information. The guide is available on the Faculty of Science website.

Laboratory instruction may include one or more of the following:

- Presentation of pre-laboratory briefings or demonstrations.
- Consultation and guidance of students during laboratory periods to foster and develop independent critical thinking skills.
- Supervision of laboratory sessions.
- Supervision and guidance of Teaching Assistants during, and outside of, laboratory periods.
- Evaluation of student performance in the laboratory.
- Definition of codes of conduct and ethics for students’ behavior. Enforcement of safety regulations during laboratory sessions.

Good teaching is required in the Faculty of Science and it follows that there must be a method of evaluating teaching on a

regular basis. In the Faculty of Science, laboratories are assessed initially by students to determine the level of student satisfaction. Despite the acknowledged importance of teaching, its evaluation is difficult. Teaching that is clearly “below acceptable standards” is readily detected in student assessments and the reliability of serious complaints can be verified. Similarly, outstanding and inspiring teachers are easily recognized. However, student evaluations and feedback should not be the sole method of teaching evaluation. Department Heads or their designate, should review teaching on a regular basis using a variety of methods, including laboratory visits, examination of laboratory materials (eg., laboratory outlines, handouts, laboratory assignments, exams) and discussions with the individual Laboratory Instructor. All Laboratory Instructors must keep a teaching dossier containing detailed syllabi of all laboratories taught including, lists of textbooks and references, examples of assignments and copies of examinations.

If student evaluations consistently suggest that students are not satisfied with an individual’s instruction then additional information will be obtained. The Laboratory Instructor will be invited to meet with the Department Head to discuss the results of student assessment and determine if there is a genuine problem. If a problem is detected, ways to resolve the problem will be discussed. This may require laboratory visits by the Department Head or appropriate peers. Part of the solution may involve mentoring, particularly in the case of junior Laboratory Instructors. A written report will be submitted by the Department Head and placed in the Laboratory Instructor’s personal file outlining the steps taken to rectify the problem and how successful they were. If the problem cannot be resolved satisfactorily in the Department, the Department Head will notify the Associate Dean (Academic). At this point the

Laboratory Instructor will be invited to meet with the Associate Dean (Academic) to discuss the problem and possible solutions. This may require a visit to the laboratory by the Associate Dean (Academic) and if appropriate the Department Head (or designate). A written assessment of the teaching with recommendations for improvement will be sent to the Laboratory Instructor and copied to the Department Head for the academic staff member's personal file. The Laboratory Instructor's teaching in subsequent laboratories will be monitored for signs of improvement. The Laboratory Instructor will be required to write a self-evaluation outlining the steps taken to resolve the teaching problem and how successful these measures have been and submit this to the Department Head with a copy to the Associate Dean (Academic).

### **4.3 LABORATORY DEVELOPMENT**

Laboratory development is an important and necessary function of Laboratory Instructors to ensure that the educational goals of the Faculty of Science and the University are continually being met.

A laboratory program consists of a series of laboratory courses and/or laboratories associated with lecture courses, each with its own set of projects/experiments/exercises/fieldwork/assignments. Laboratory development can take place in relation to the entire laboratory program (e.g., by changing specific goals, or by changing program content in response to changes in class syllabi or class offerings). It also can take place within each course by replacing and/or modifying one or more existing projects/experiments/exercises/fieldwork/assignments. This development may include the selection and/or design, construction and/or assembly, and testing of

laboratory related materials (e.g., instructional material, software programs or packages, apparatus, specimen collections, techniques, field locations).

Evaluation of laboratory development should take into account both the scope and nature of the work. Consideration of the scope of the work should include some indication of the relative magnitude of change and the context of what is being changed. For example, was a new project/experiment/exercise /fieldwork/assignment created, or was a small or significant change made to an existing project/experiment/exercise /fieldwork/assignment? Consideration of the scope should also include some indication of the duration of the work (i.e., was the work carried out over a period of hours, days, weeks, months, or even years?).

Consideration of the nature of the work should include one or more of the following factors:

- **Initiative** - Did the initiative to undertake the work originate with the individual, with one or more collaborators or from an outside source?
- **Independence** - Was this work carried out independently, with one or more collaborators, or with substantial direction and guidance?
- **Originality/innovation** - Some indication should be given about the originality of the work, and/or to the extent that innovation was involved, as opposed to making use of existing materials.
- **Instructional and Information Technology** – As specified in Article 30 of the U.R.F.A. Collective Agreement, use of this technology requires additional effort in the development of laboratory material.

## 4.4 PROFESSIONAL ACTIVITY

Professional activities may include any of the following:

- Participation in:
  - Conferences
  - Courses
  - Seminars
- Research and Publications
- Memberships in Professional Societies.

## 4.5 ADMINISTRATION AND LABORATORY MAINTENANCE

The Laboratory Instructor is responsible for maintaining the undergraduate laboratories to legislated Occupational Health and Safety requirements. Laboratory maintenance includes activities such as ordering supplies, consumables, recommending the ordering of new equipment and/or software, seeing to the repair, servicing and replacement of equipment, and preparing materials and samples for the laboratory. It includes laboratory related activities such as collecting specimens, creating and updating reference materials, maintaining inventories on laboratory equipment, creating and/or modifying software programs or packages.

The University of Regina uses a form of consultative governance and it is incumbent upon each Laboratory Instructor to accept a fair share of responsibility regarding administration and committee work. Such work may not be a major consideration when making recommendations for promotion, but should be taken into account in the overall evaluation. Administrative contributions should not simply be measured in terms of the number of committees involved. On the contrary,

over-commitment to administrative tasks may detract from the individual's essential functions in teaching and laboratory development. This is especially true early in one's career when one is focusing primarily on teaching and laboratory development.

Administrative activities may include one or more of:

- Committee involvement.
- Production and distribution of laboratory materials such as laboratory outlines, handouts, tests.
- Scheduling for laboratories and teaching assistants.
- Observing and guiding teaching assistants' performance.
- Evaluating teaching assistants' performance.
- Cooperation and collaboration with faculty members within the Department for the purposes of laboratory and/or syllabus development.
- Cooperation and collaboration with other Departments inside and outside the Faculty of Science for the purposes of administrative tasks and/or laboratory development.

## **4.6 PUBLIC SERVICE**

It is important that Laboratory Instructors earn the respect of the communities they serve. Individual public activities contribute to the Faculty's and the University's public image. Such activities may, in certain instances, be very effective and demanding of much individual effort. At all times, the Laboratory Instructor should remember that they represent their Department, Faculty and University, and should act in a professional manner. When clearly representing their own views, either orally or in writing, the Laboratory Instructor

should acknowledge this as not necessarily representing the views of the University and/or Faculty.

These contributions may provide partial support for recommendation of a merit award, but are less useful in supporting an academic promotion.

## **5. APPOINTMENTS WITH TENURE**

Tenure is described under Article 14.3.4 of the U.R.F.A. Collective Agreement.

Appointments with Tenure will be granted only to those who, on the basis of demonstrated performance, are expected to proceed through the Laboratory Instructor ranks. This implies that during the probationary period, the individual has performed well in all of the assigned areas previously described. In particular, teaching proficiency must have been demonstrated, modification of laboratory material must be in evidence and an ability to maintain the laboratory must have been demonstrated. The awarding of tenure is the most important career decision made concerning a Laboratory Instructor because it leads to a career appointment.

Laboratory Instructors may apply for tenure at any time, but in accordance with Article 14.4.2.5 of the U.R.F.A. Collective Agreement, no probationary appointment may normally continue for more than five consecutive years. When the Laboratory Instructor is to be considered for tenure, the written application must be made to the Dean with a copy to the member's Department Head no later than **November 30<sup>th</sup>**, to be

consistent with Article 17.8 of the U.R.F.A. Collective Agreement.

In accordance with Article 17.9 of the U.R.F.A. Collective Agreement each candidate shall supply the names of three referees accompanied by a short biography of each including contact information to the Dean no later than **November 30<sup>th</sup>**.

Laboratory Instructors being considered for Tenure shall supply their current curriculum vitae and a teaching dossier. Laboratory Instructors being considered for Tenure and promotion concurrently should use the same referees for both career considerations.

In accordance with Article 17.9 of the U.R.F.A. Collective Agreement the Dean will send a written request for a letter of reference to each referee, and may obtain letters of reference from up to three additional referees. Heads of Department must provide an overview of the Laboratory Instructor's teaching and may include curriculum materials, information on new laboratories introduced, laboratory development and other innovations, and a synopsis of teaching evaluations at all levels taught to date. A current teaching dossier is required of each Laboratory Instructor being considered for Tenure.

In accordance with Article 18.6 of the U.R.F.A. Collective Agreement an Appointment with Tenure is granted where there is evidence of consistent performance that has met the standards for their category and rank of appointment through the probationary period including professional growth and development that is demonstrated by contributions to the discipline and the University. There is the promise that future contributions will enhance the academic reputation of the

University. Tenure will not be granted in the event that any special conditions attached at the time of appointment have not been fulfilled.

## **6. PROMOTIONS**

### **6.1 GUIDELINES ACCORDING TO RANK**

In accordance with Article 17.8 of the U.R.F.A. Collective Agreement a Laboratory Instructor who is requesting promotion shall make a written application to the Dean, with a copy to the member's Department Head, no later than **November 30<sup>th</sup>**. In all cases considered for promotion, a clear written statement of the basis for the promotion request and supporting documentation must be provided to the Laboratory Instructor Review Committee.

Laboratory Instructors wishing to be considered for promotion to Laboratory Instructor II or Laboratory Instructor III shall provide their current curriculum vitae, a teaching dossier and two letters of reference.

A synopsis of the Laboratory Instructor's teaching (laboratories taught and a statistical summary) over the career up to a five-year period must be provided by the Department Head as part of the promotion case to be evaluated by the Laboratory Instructor Review Committee. The basis for this synopsis is a teaching dossier provided to the Department Head by the Laboratory Instructor.

## **6.2 CRITERIA FOR PROMOTION**

### **Laboratory Instructor I to II**

Promotion at this level will be based on a demonstrated record of teaching proficiency and a demonstrated ability to modify existing laboratory projects/experiments/exercises/fieldwork. The Laboratory Instructor should be ready to participate in laboratory program development. Administrative duties must have been accepted as required within the Department.

### **Laboratory Instructor II to III**

The candidate must have demonstrated an ability to contribute to all aspects of laboratory development and have acquired some proficiency in administration. Administrative duties must have been accepted as required within the Department, Faculty and University.

## **7. SABBATICALS**

The Faculty of Science endorses a sabbatical as a means of encouraging professional development and productive scholarship of mutual benefit to the academic staff member and the Faculty. The terms of sabbatical are described in Article 16.7 of the U.R.F.A. Collective Agreement.

A sabbatical is not automatic. The justification for a sabbatical is determined primarily on the basis of a written proposal outlining the nature of the program to be undertaken, and the benefits to the individual and the University that may reasonably be expected. The Laboratory Instructor Review

Committee examines proposals and advises the Dean about the academic merits of the sabbatical proposal. In accordance with Article 16.7.1 of the U.R.F.A. Collective Agreement the Dean may reject proposals because of lack of merit or may defer a sabbatical because of staffing problems.

The following criteria will form the basis of assessment of the sabbatical proposed:

- (a) completion of the Application for Sabbatical form available on the Human Resources website and a written sabbatical proposal;
- (b) a performance record demonstrating an active teaching development program for the Laboratory Instructor ranks as shown in an accompanying up-to-date curriculum vitae;
- (c) a sabbatical plan giving a clear and specific indication of the activities to be carried out (e.g./project(s), establishment of linkages, articles, books or book chapters, conferences, sites to be visited) including:
  - i) a statement (developed in consultation with the Department Head) of the relevance of the proposed activities to the Laboratory Instructor's professional field and assigned duties;
  - ii) a statement of the anticipated short and long term benefits for the University, Faculty, and Laboratory Instructor, including the expected outcome of the proposed sabbatical (to be considered in the review of the final report).

- (d) a clear statement of the requirement of a sabbatical in accomplishing professional development and the merits associated with the proposed location(s), (accompanied by letter(s) of invitation from other institutions) must be included. In keeping with the philosophy and past practices of the Faculty of Science the Laboratory Instructor is encouraged to pursue the majority of the activities associated with the sabbatical at another institution.
- (e) an analysis by the Department Head of the potential impact of the sabbatical on the operations of the Department (number in the unit to be on sabbatical at that time [if known]; alternative arrangement for the delivery of laboratories normally given by the Laboratory Instructor);
- (f) a statement concerning the arrangements that will be made for the continuation of ongoing work (e.g., committee work).

Each case is considered individually, but in general, approval is limited to those applicants who present a well thought-out plan of /teaching, professional development, study, travel, or other activity clearly related to the Laboratory Instructor's professional field and assigned duties at the University of Regina.

Laboratory Instructors who have been granted a sabbatical shall:

- (a) submit a Sabbatical Report form and a written report summarizing the activities and accomplishments within three months of completion of the sabbatical.

- (b) **The Laboratory Instructor is responsible for distributing the completed copies of the Sabbatical Report form and the written report to the Department Head, the Dean of Science, the Office of Research Services, and Human Resources.** Subsequent applications for sabbatical may, in part, be evaluated on the basis of the achievements of previous sabbaticals. Therefore, any concrete indications of the value of the sabbatical period (books or articles published, renewed requests for services) should be submitted as and when they become available for inclusion or notation in the Laboratory Instructor's general information file in the University Archives.
- (b) present the results of their sabbatical at a seminar within six months of return. All laboratory instructors in the Faculty will be invited to the seminar.

## **8. INCREMENTS**

### **8.1 INCREMENTS**

An Increment will be awarded annually in recognition of demonstrated contributions to the Faculty's objectives of excellence in teaching. The contributions expected will vary with the individual's rank. Laboratory Instructors will be expected to provide reasonable and appropriate documentation to demonstrate their contributions.

All Laboratory Instructors will be evaluated on their assigned duties and activities. Increments are granted annually on the basis of evidence that the Laboratory Instructor performs

assigned duties satisfactorily. Performance is evaluated initially by the Department Head. This evaluation is examined by the Laboratory Instructor Review Committee, which then forwards its recommendation to the Dean in writing. Refer to Article 17.4 of the U.R.F.A. Collective Agreement for requisite documentation. The Laboratory Instructor Review Committee should be notified in writing of any assigned duties or workloads that have been agreed to that are not consistent with the criteria document and that must be taken into account during the evaluation process of individual Laboratory Instructors.

## 8.2 MERIT INCREMENTS

Merit increments may be granted to those who, considering their present rank and position, have clearly made outstanding contributions in an area of their assigned duties since their last merit increment or if merit has never been granted previously since initial appointment while maintaining a consistently good performance in all areas assigned. Outstanding performance in important administrative responsibilities and/or activities related to the Laboratory Instructor's discipline may be recognized for a merit award provided long term, strong contributions have been in evidence in the assigned duties since the last merit award was granted.

Merit increments shall be made on the basis of Article 18.3 of the U.R.F.A. Collective Agreement... *The initial reviewer and/or review committee may recommend an academic staff member to the Dean for merit, whether or not the member has applied for a merit under Article 17.9.*

In all cases of merit application by the Laboratory Instructor a clear statement of the basis for the merit request and the

appropriate supporting documentation, including a copy of their current curriculum vitae and teaching dossier must be provided to the Laboratory Instructor Review Committee. In accordance with Article 17.8 of the U.R.F.A. Collective Agreement a Laboratory Instructor who is requesting a merit increment shall make a written application to the Dean, with a copy to the member's Department Head **no later than November 30<sup>th</sup>**.

Revised July 2000  
Revised May 2001  
Revised September 2003  
Revised September 2006  
Revised December 2011  
Revised October 2014

<http://www.uregina.ca/science/administration/links.html>  
(T:\Science Dean\Criteria Documents)