



**UNIVERSITY OF TORONTO**  
**OISE | ONTARIO INSTITUTE**  
**FOR STUDIES IN EDUCATION**

# **OISE Divisional Teaching Guidelines**

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## Introduction

The OISE Divisional Teaching Guidelines are primarily intended to set out, as required under University policy, how teaching is to be assessed in evaluating individual faculty members. Such evaluation is conducted in several contexts: (1) for all tenure stream and teaching stream faculty, for annual PTR/Merit decisions; (2) for tenure stream faculty, for the interim review, the review for tenure (and usually at the same time for promotion to Associate Professor), and the review for promotion to Professor; and (3) for teaching stream faculty, for the probationary review, the continuing status review (and usually at the same time for promotion to Associate Professor, Teaching Stream), and the review for promotion to Professor, Teaching Stream. The key University of Toronto policies relating to the various reviews are:

- *Policy and Procedures on Academic Appointments* (the interim review and the tenure review for tenure stream faculty, and the probationary review and the continuing status review for teaching stream faculty);
- *Policy and Procedures Governing Promotions* (for promotion to the rank of Professor for tenure stream faculty); and
- *Policy and Procedures Governing Promotion in the Teaching Stream* (for promotion to the rank of Professor, Teaching Stream for teaching stream faculty).

The information collected as specified in the Guidelines will be used, not only for reviews, but also to ensure that faculty are supported in the development and enhancement of their teaching at all stages of their careers. As a consequence, the division's programs will be enhanced. The Guidelines note the importance of soliciting and acting on student feedback as a means of enhancing student experience.

The Guidelines strike a balance between commonality and individuality. Commonality is important because it allows our faculty to track their progress when they teach in different programs and departments, and to meet the expectations of other faculty in the university who review tenure and promotion files. In these Guidelines, commonality is evident in such areas as the development and application of a set of criteria grouped into four areas or the requirement to collect the same core data in course evaluations. Individuality is essential as each faculty member contributes to teaching in a unique way. Furthermore, disciplines vary in the ways in which student learning occurs, as well as in the ways in which learning is assessed. Accordingly, in the Guidelines, individuality is revealed in such areas as the contextualization of evidence on teaching evaluation data, the recognition of different perspectives on and approaches to teaching, or the various ways that faculty can be pedagogically engaged (e.g., as a course instructor; as a supervisor of student research; as a consultant or professional development facilitator with colleagues in academic and/or professional communities; as a leader or coordinator of graduate programs, courses, or components; as an author of teaching resources).

The Guidelines meet the requirements of the three policies referred to above, as well as the *Provostial Guidelines for Developing Written Assessments of Effectiveness of Teaching in Promotion and Tenure Decisions* (P&D #20, 2002-03), which state that "each division is expected to develop its own teaching effectiveness guidelines..." The Guidelines apply to both tenure stream and teaching stream faculty, and outline the key sources of information on teaching effectiveness. They provide an outline of the information requirements for interim, probationary, tenure, continuing status, and promotion reviews, and guidance for PTR/merit reviews. They also clarify the criteria for the assessment of teaching effectiveness, including judgments of competence and excellence in teaching, where such judgments are required under policy. These criteria are grouped in four broad areas: Teaching Practice; Student

Supervision (including involvement in the research process); Integration of Teaching and Scholarship; and Leadership in Teaching.

## **Sources of Information on Teaching Effectiveness**

Regular information gathering on teaching performance is required for a variety of reviews and as an important element of professional development. The basic elements gathered throughout a faculty member's career are the teaching portfolio, course evaluations, and data on graduate supervision and/or practicum supervision. These are key elements of the information required for the interim review, probationary review, continuing status review, tenure review, and promotion review, at which time other information is also necessary (e.g. peer reviews, written assessments from specialists outside the university, written assessments from students).

## **Key Pieces of Information for All Reviews**

### ***The Teaching Portfolio***

Each faculty member should maintain a teaching portfolio, or dossier, which will serve as a foundation for the documents that will be required for the interim review, probationary review, tenure review, continuing status review, and promotion review. It can also be used as a resource in producing activity reports for annual PTR awards. The general advice that should be given to all faculty at all stages of their career is to keep documents that reflect success, experimentation and innovation in teaching. The value of a teaching portfolio largely depends on how reflectively and coherently it is organized. The material in the teaching portfolio will vary from individual to individual and across departments. Individual departments will vary in the weight that they give aspects of the portfolio and, for this reason; it is recommended that faculty seek the advice of their Department Chair as they prepare their teaching portfolio. Although we would expect to see the first four items listed below in any portfolio, other components may be included as relevant. Note that this list is not exhaustive.

- Candidate's curriculum vitae including all courses taught
- a statement of teaching philosophy and plans for developing teaching skills
- representative course outlines, bibliographies and assignments, description of internship programs, field experiences, and teaching assessment activities
- digests of annual student evaluations
- new course proposals
- applications for instructional development grants or similar documents
- documentation on efforts made (through both formal and informal means) to improve teaching skills or course design and a description of the outcomes
- awards or nominations for awards for teaching excellence
- documentation concerning innovations in teaching methods and contributions to curricular development, including activities related to the administrative, organizational, and developmental aspects of education
- the use and development of technology (including on-line courses)
- documentation of evolving links between teaching and research activities or of professional development activities
- examples of efforts to mentor colleagues in the development of teaching skills and in the area of pedagogical design

- evidence of professional contributions to the scholarship of teaching and learning (e.g. presentations or publications on teaching)
- communication by peers who have shared teaching or supervisory responsibilities with the candidate; evaluations or testimonials by those attending or sponsoring workshops, lectures, or non-OISE courses
- service to professional bodies or organizations through any method that can be described as instructional
- community contributions including outreach and service through teaching functions
- one-on-one supervision of students

It is recommended that faculty include numeric and comparative data whenever possible. Examples of comparative data that are relevant for the teaching portfolio include, but are not limited to, reviews of books, software and other materials related to teaching; numbers of invited workshops, etc. Many of the activities of faculty members are equally applicable to the teaching and research portfolios. It is the judgment of individual faculty members to decide how best to build their case, but it is understood that sometimes ‘overlap’ activities will be described in both portfolios.

### ***Course Evaluations***

Student course evaluations are seen as one component in the process of assessing teaching practice. In order not to disadvantage our faculty at the time of tenure and promotion, and in situations where they are being nominated for teaching awards, it is important to have a small number of items that are collected about all courses. As goals differ across courses and disciplines, collecting information that is unique to departments and individuals is also essential. For this reason, evaluations will include a minimum core of elements standardized across the University, as well as some that are department specific and unique to programs and faculty members. It should be remembered that teaching evaluations, collected anonymously at the end of a course, are only one means of eliciting feedback from students on their experience of courses. Faculty are reminded that alternate methods involving written and verbal dialogue about the course goals and structure can be very effective in improving the student experience of a course.

### ***Student Supervision***

Supervision refers to meeting students on an individual basis in order to aid student learning. At OISE, this will occur in a range of different learning contexts including, but not limited to, thesis supervision, committee membership, practicum supervision, individual reading courses, supervision of graduate assistants, thesis support groups and supervision of qualifying research papers. The range of activities that are relevant to student supervision include, but are not limited to, formal and informal meetings with students, arranging opportunities to support learning, writing reference letters, writing applications for financial support, working together on manuscripts.

At interim, probationary, continuing status, tenure and promotion reviews, faculty are asked to describe their supervision activities, their goals for these activities and to provide indicators of success in these activities. Indicators of success will vary depending on the students, the faculty members’ goals for supervision and the practices within departments/disciplines. Departments are asked to provide faculty with guidelines on the most important material to submit. Indicators of success in student supervision may range from traditional indicators such as student conference presentations, publications, job opportunities and awards, to descriptive accounts of the challenges faced by individual learners and the ways in which these challenges were met.

### ***Peer Review***

At the University of Toronto, summative peer reviews of teaching are required for interim, probationary, tenure, continuing status, and promotion reviews. In the case of continuing status and promotion reviews in the teaching stream, peer review must include written specialist assessments of teaching from outside the University. Faculty members are also encouraged early in their teaching careers to seek formative peer review as part of the mentorship process or through the Centre for Teaching Support and Innovation.

Peer review typically involves two types of activities: documentary evaluation and observational evaluations. Documentary evaluations entail examination of written materials including current course outlines, evidence on extensive course revisions or development of new courses, contributions to program or departmental curriculum, and exploration of a range of course delivery options. Observational evaluations should include a brief interview with the candidate to understand their teaching goals for the class followed by classroom observation. Departments are asked to provide their faculty with guidelines for the conduct of peer reviews.

### ***Written Assessments of Students with Completed Course Work & Graduates***

For purposes of decisions on the tenure and promotion of tenure stream faculty and on the continuing status and promotion of teaching-stream faculty, the relevant committees are required to seek qualitative evaluations of teaching from students taught, advised, or supervised by the candidates. These assessments are collected by the Department Chair and are not available to the faculty member under review.

Faculty members do have available, on a regular basis, written comments provided as part of course evaluations or as a component of annual student progress surveys. In addition, they may periodically receive unsolicited written commentaries from students, advisees and supervisees. These may be incorporated into teaching portfolios.

Written assessments by students should cover, in addition to course instruction, practicum supervision, thesis, MRP and QRP supervisions (and participation on committees), and student advising. In particular, student evaluations may provide evidence of significant student learning.

## **Information Required for Specific Reviews**

### ***PTR/Merit Review***

Each year, the Provost provides specific direction for PTR/merit review procedures. Currently, there are departmental differences in the precise forms and expectations for annual activity reporting, although information on teaching and student supervision is collected throughout OISE. We recommend some commonality across OISE departments through the submission of results for core items from course evaluation data and of the numbers of students supervised in each of the categories listed under Student Supervision. Faculty may also report information on Integration of Teaching and Scholarship, and on Leadership in Teaching as appropriate. These practices are already current in most OISE departments. Departments will continue to follow their own procedures for making annual PTR recommendations.

### ***Interim Review/Probationary Review***

The committee conducting the interim/probationary review (which normally takes place at the end of the third year and beginning of the fourth year of a faculty member's appointment as Assistant Professor or

Assistant Professor, Teaching Stream) is expected to review the candidate's teaching portfolio in addition to the scholarly or professional achievements. The goals of the interim/probationary review are to determine whether performance has been sufficiently satisfactory to merit a second probationary appointment, and to provide advice on improving areas of weakness and maintaining areas of strength for the subsequent tenure review or continuing status review.

Interim/probationary review committees are provided with summaries of closed-ended course evaluations for all courses taught to date as well as summary data for the department and division. Where it is possible, signed opinions of individual students regarding the candidate's teaching and supervisory work should be collected by Department Chairs. The review should include a classroom visit or other teaching observation.

Written comments from other department members should also be solicited. In the case of tenure stream interim reviews, these colleagues should be formally or informally acquainted with the faculty member's teaching or research. In the case of teaching stream probationary reviews, these colleagues should be formally or informally acquainted with the faculty member's teaching or pedagogical/professional activity.

In addition to Teaching Practice, candidates for interim or probationary review are asked to describe other teaching-related activities, as detailed under "Criteria for the Assessment of Teaching Effectiveness," below. Student Supervision activities should include the names of students and the frequency of meeting. Faculty may also report information on the Integration of Teaching and Scholarship and/or Leadership in Teaching as appropriate.

Under these headings, teaching stream faculty members undergoing probationary review should provide an account of any pedagogical or professional activity completed or undertaken since the time of appointment, though lack of substantial achievement in these areas since appointment should not, in itself, be cause for non-renewal of contract.

### ***Tenure & Promotion to Professor/ Continuing Status & Promotion to Professor, Teaching Stream***

The evaluation of teaching for tenure, continuing status, and for promotion to the ranks of Professor or Professor, Teaching Stream must be as thorough as possible. The sources of information for the evaluation should include those listed below:

- Faculty member's teaching portfolio (including a statement of teaching interests and teaching philosophy).
- Curriculum vitae.
- Data summaries of the candidate's course evaluations for all courses taught, as well as departmental and divisional summary statistics that aid in the interpretation of the individual's scores. For tenure and continuing status review, these summaries should be given for all courses since the time of appointment. For promotion to Professor, dossiers should include course evaluations for every course taught by the candidate over the past five years. Additional years of course evaluations should be sought for candidates who have been on leave over the past five years. For promotion to Professor, Teaching Stream, or in the case of a tenure stream candidate being put forward for promotion to Professor on the basis of excellent teaching alone, sustained over many years, evaluations should be obtained for at least the past five years, but ideally as far back as possible.

- Signed written evaluations on the candidate's teaching and supervisory work from a sample of students who have completed their courses (for comments on class teaching) and students who have completed their degree (for comments on supervision). A reasonably broad representative sample of students will be contacted by the Department Chair.
- Formal peer evaluation including classroom observation. The candidate should normally be observed by a minimum of two faculty members, and peer evaluations are submitted in confidence to the Chair.
- For continuing status review, written specialist assessments of the candidate's teaching and pedagogical/professional activities should be obtained from outside the University, including at least one referee suggested by the candidate.
- For promotion to Professor, Teaching Stream, written assessments of a candidate's teaching, educational leadership and/or achievement, and ongoing pedagogical/professional development, should be obtained from at least three specialists in the candidate's field from outside the University, including at least one referee suggested by the candidate, and whenever possible from inside the University.
- Data that will enable the unit to assess the candidate's success in graduate and practicum supervision.
- Copies of student papers/assignments, especially those that have been published; and student theses.
- Course enrolment data; especially contextualized evidence of demand for elective courses.
- Documentation may include, but not limited to, publications in a variety of media including academic or professional papers, books, online publications, presentations, academic websites, and examples of professional work and any other evidence of professional development.
- Candidates are asked to provide the committee with a context for interpreting teaching evaluation data, including the results of course assessments. Such contextualization may include, but is not limited to, the goals for individual courses, challenges faced by individual learners, course strengths and weaknesses, etc.
- Wherever feasible, evidence will be submitted or gathered from more than one source (e.g., Teaching Practice includes course evaluations, peer reviews, written assessment from students with completed coursework and graduates.)

## **Criteria for the Assessment of Teaching Effectiveness**

The University policies governing interim, probationary, continuing status, tenure and promotion reviews prescribe in detail the procedures to be followed in the evaluation of teaching activities. The *Provostial Guidelines* additionally specify criteria to be used in the assessment of teaching effectiveness. We have grouped these criteria into four broad areas: Teaching Practice; Student Supervision (including Involvement in the Research Process); Integration of Teaching and Scholarship; and Leadership in Teaching. The areas are broadly construed in order to encompass the variations in teaching across departments and faculty positions (encompassing both the tenure and teaching streams). For each broad area, we list *possible* indicators but because of variations across disciplines our list is not exhaustive. Candidates should consider how their own experiences translate into these areas but should not be constrained by the indicators listed.

Candidates for interim review, probationary review, continuing status, tenure and/or promotion can choose which areas to address or emphasize in their submission on teaching, subject to the OISE expectations and University policy requirements for the given review, as described below. Furthermore, candidates should consider how their own experiences translate into these areas but should not be constrained by the indicators listed.

## Criteria and Examples of Indicators

Teaching Practice	Student Supervision (including involvement in the research process)	Integration of Teaching and Scholarship	Leadership in Teaching
<ul style="list-style-type: none"> <li>• stimulating/challenging students and promoting their intellectual and scholarly development</li> <li>• articulating ideas and concepts clearly</li> <li>• developing students' mastery of a subject and of the latest developments in the field, including professional knowledge where appropriate</li> <li>• encouraging students' sense of inquiry and understanding of a subject through discovery-based learning</li> <li>• actively engaging with students' learning progress and accessibility to students</li> <li>• maintain mastery of the subject area</li> <li>• using current scholarship and research on pedagogy to respond to the different learning styles and needs among students</li> <li>• promoting academic integrity and adherence to grading standards of the division and as appropriate, the ethical standards of the profession</li> </ul>	<ul style="list-style-type: none"> <li>• providing supervisory conditions conducive to a student's research, intellectual growth and academic progress consistent with the School of Graduate Studies Guidelines for Graduate Supervision</li> <li>• creating opportunities that involve students in the design and implementation of the research process</li> <li>• providing support to students through coaching and mentoring in coursework and in clinical and applied settings</li> <li>• providing supervisory conditions conducive to a student's growth in mastering the requisites of professional practice</li> </ul>	<ul style="list-style-type: none"> <li>• publishing refereed and/or professional papers on teaching and learning</li> <li>• publishing textbooks and/or teaching guides</li> <li>• producing materials, multimedia, or other technology to enrich teaching and learning</li> <li>• engaging in inquiry and/or evaluation projects designed to improve teaching and learning</li> <li>• developing materials and/or practices that involve students with current research issues in particular subject areas</li> <li>• promoting timely knowledge transfer to practitioners working in clinical, educational and other areas</li> </ul>	<ul style="list-style-type: none"> <li>• developing new courses and/or reform of curricula</li> <li>• mentoring colleagues and students on teaching</li> <li>• coordinating programs, cohorts, options, or other program-level initiatives</li> <li>• creating and/or development of models of effective teaching</li> <li>• significant changes in policy related to teaching as a profession</li> <li>• technology or other advances in the delivery of education in a discipline or profession</li> <li>• offering advice and/or consultation on teaching to programs or organizations outside OISE</li> <li>• providing seminars, training, modules, programs, etc. on teaching to organizations outside OISE</li> </ul>

## Teaching Effectiveness and Exemplary Practice

For certain reviews, as described below, University policy requires that an overall judgment regarding the excellence or competence, or simply the excellence, of a faculty member’s teaching be made. *The Provostial Guidelines* specify basic criteria for making evaluations of competence or excellence in teaching. At OISE, an overall judgment of excellence or competence in teaching is based on the degree to which a faculty member has demonstrated “effectiveness” or “exemplary practice” in the four broad areas outlined above, according to the different expectations of each type of review. No attempt is made to operationalize ‘effectiveness’ or ‘exemplary practice’ in this document as such operationalization will vary across departments and disciplines. It is expected that Department Chairs will work with candidates to help them frame their teaching activities into these four broad areas and that departments will develop resources that will describe the ways in which effectiveness and exemplary practice are distinguished and operationalized within the departmental context.

### Tenure Stream: Application of Criteria for Decisions of Tenure & Decisions of Promotion to Professor

For the award of tenure, the *Policy and Procedures on Academic Appointments* requires the demonstration of “excellence in one of research (including equivalent and creative or professional work) and teaching, and clearly established competence in the other,” as well as “clear promise of future intellectual and professional development.” These OISE Guidelines clarify expectations for making judgments of excellence or competence in teaching for tenure reviews.

For promotion to the rank of Professor in the tenure stream, the *Policy and Procedures Governing Promotions* states that:

The successful candidate for promotion will be expected to have established a wide reputation in his or her field of interest, to be deeply engaged in scholarly work, and to have shown himself or herself to be an effective teacher. These are the main criteria. However, either excellent teaching alone or excellent scholarship alone, sustained over many years, could also in itself justify eventual promotion to the rank of Professor.

These OISE Guidelines clarify expectations for what constitutes “effective teaching” and “excellent teaching” in the case of a review for promotion to the rank of Professor.

The following table outlines two distinctions: the first between a judgment of competence, or effective teaching, and a judgment of excellence, or excellent teaching, for decisions concerning both tenure and promotion to the rank of Professor; and the second, between a judgment of excellence for decisions concerning tenure and a judgment of excellent teaching for decisions concerning promotion to the rank of Professor.

	<b>Tenure</b>	<b>Promotion to Professor</b>	
<b>Competence in Teaching</b>	Demonstrated effectiveness in Teaching Practice and in <i>one</i> of the other three criteria	Demonstrated effectiveness in Teaching Practice and in <i>one</i> of the other three criteria	<b>Effective Teaching</b>
<b>Excellence in Teaching</b>	Demonstrated exemplary practice in Teaching Practice and in <i>one</i> of the other three criteria	Demonstrated exemplary practice in Teaching Practice and usually in <i>two</i> of the other three criteria	<b>Excellent Teaching</b>

The requirements for a judgment of competence in a decision concerning tenure and a judgment concerning effective teaching in a decision concerning promotion to the rank of Professor are the same: demonstrated effectiveness in Teaching Practice and in *one* of the other three criteria. This is the minimum teaching standard required for a positive recommendation for tenure or for promotion to the rank of Professor, provided other criteria defined by the relevant policies are met.

The requirements for a judgment of excellent teaching in decisions concerning promotion to the rank of Professor are greater than the requirements for a judgment of excellence in teaching in decisions concerning tenure. A recommendation for tenure on the grounds of excellence in teaching (in addition to other criteria specified in the *Policy*) requires the demonstration of exemplary practice in Teaching Practice and in *one* of the other three criteria. A recommendation for promotion to the rank of Professor on the grounds of “excellent teaching alone... sustained over many years” will usually involve the demonstration of exemplary practice in Teaching Practice and in *two* of the other criterion areas. In exceptional circumstances, however, exemplary practice in Teaching Practice and *one* other criterion area, that go far beyond the usual expectation for exemplary practice in those areas, may be sufficient to meet expectations for a judgment of excellent teaching in a decision concerning promotion to the rank of Professor.

### **Teaching Stream: Application of Criteria for Decisions of Continuing Status & Decisions of Promotion to Professor, Teaching Stream**

According to the *Policy and Procedures on Academic Appointments*, a positive recommendation for continuing status in the teaching stream requires “the judgment of excellence in teaching and evidence of demonstrated and continuing future pedagogical/professional development.” These OISE Guidelines clarify expectations for making a judgment of excellence in teaching in continuing status reviews.

In the case of promotion to the rank of Professor, Teaching Stream, the *Policy and Procedures Governing Promotion in the Teaching Stream* states that: “Promotion to Professor, Teaching Stream will be granted on the basis of excellent teaching, educational leadership and/or achievement, and ongoing pedagogical/professional development, sustained over many years....” These OISE Guidelines clarify expectations for what constitutes ‘excellent teaching’ in a review for promotion to the rank of Professor, Teaching Stream.

The following table outlines the distinction between a judgment of excellence in teaching in a continuing status decision and a judgment of excellent teaching in a decision concerning promotion to the rank of Professor, Teaching Stream:

	<b>Continuing Status</b>	<b>Promotion to Professor, Teaching Stream</b>	
<b>Excellence in Teaching</b>	Demonstrated exemplary practice in Teaching Practice and in <i>one</i> of the other three criteria	Demonstrated exemplary practice in Teaching Practice and usually in <i>two</i> of the other three criteria	<b>Excellent Teaching</b>

A judgment of excellence in teaching in a decision concerning continuing status for a teaching stream faculty member must meet the same standard as is required for a judgment of excellence in teaching for a tenure stream faculty member as part of a tenure decision. That is, it requires demonstration of exemplary practice in Teaching Practice and in at least *one* of the other three criteria. However, unlike a tenure review, this is the minimum teaching standard required for a positive recommendation for

continuing status (and normally, promotion to the rank of Associate Professor, Teaching Stream), provided other criteria defined by the *Policy and Procedures on Academic Appointments* are met.

The requirements for a judgment of excellent teaching in decisions concerning promotion to the rank of Professor, Teaching Stream are greater than the requirements for a judgment of excellence in teaching in the continuing status review, and equivalent to those required for a judgment of excellent teaching in a review for promotion to the rank of Professor in the tenure stream. That is, it will usually involve the demonstration of exemplary practice in Teaching Practice and *two* of the other criterion areas. In exceptional circumstances, exemplary practice in Teaching Practice and *one* other criterion area, that go far beyond the usual expectation for exemplary practice in those areas, may be sufficient to meet expectations for a judgment of excellent teaching in a decision concerning promotion to the rank of Professor, Teaching Stream. However, unlike a promotion review in the tenure stream, excellent teaching is the minimum teaching standard required for a positive recommendation for promotion in the teaching stream, provided other criteria defined by the *Policy and Procedures Governing Promotion in the Teaching Stream* are met.

### ***Educational Leadership & Pedagogical/Professional Development in the Teaching Stream***

Besides the requirement for a judgment of teaching excellence in teaching stream promotion and continuing status reviews, University policy requires “evidence of demonstrated and continuing future pedagogical/professional development” for a positive recommendation for continuing status, and the demonstration of both “educational leadership and/or achievement, and ongoing pedagogical/professional development” for a positive recommendation for promotion to the rank of Professor, Teaching Stream.

Both the *Policy and Procedures on Academic Appointments* and the *Policy and Procedures Governing Promotion in the Teaching Stream* state that “continuing future pedagogical/professional development” can be demonstrated in a variety of ways, including:

discipline-based scholarship in relation to, or relevant to, the field in which the faculty member teaches; participation at, and contributions to, academic conferences where sessions on pedagogical research and technique are prominent; teaching-related activity by the faculty member outside of his or her classroom functions and responsibilities; and professional work that allows the faculty member to maintain a mastery of his or her subject area in accordance with appropriate divisional guidelines.

Additionally, the *Policy and Procedures Governing Promotion in the Teaching Stream* states that “educational leadership and/or achievement” can be reflected through teaching-related activities that demonstrate significant impact in a variety of ways, such as:

through enhanced student learning; through creation and/or development of models of effective teaching; through engagement in the scholarly conversation via pedagogical scholarship, or creative professional activity; through significant changes in policy related to teaching as a profession; through technological or other advances in the delivery of education in a discipline or profession.

University policy does not require an explicit determination of excellence with respect to these criteria. However, at OISE, an assessment of exemplary practice in the related criterion areas of Leadership in Teaching and/or the Integration of Scholarship and Teaching may form part of the overall determination of excellence in teaching in a continuing status decision or excellent teaching in a promotion decision. Regardless of whether those areas are taken into account as part of the teaching stream faculty member’s case for excellent teaching/excellence in teaching, continuing status committees should consider the evidence for continuing future pedagogical/professional development as part of the overall case for a

continuing status decision, and teaching stream promotion committees should consider the evidence for both ongoing pedagogical/professional development and educational leadership as part of the overall case for a decision concerning promotion to the rank of Professor, Teaching Stream. In addition to the examples provided by policy, above, committees may find it useful to consult relevant “Examples of Indicators” on the above “Criteria for the Assessment of Teaching Effectiveness” table in assessing the criteria of educational leadership/achievement and continuing pedagogical/professional development.

## **Supporting Teaching Effectiveness: Individual, Departmental & Divisional Responsibilities**

Individual responsibilities:

- The pedagogy of teaching and learning is a field of study devoted to the analysis of how people learn. Findings from this field are essential knowledge for the teaching of all disciplines. Many junior faculty members, at the time of their appointment at OISE, are relatively inexperienced teachers. It is recommended that these faculty members attend a course on the pedagogy of teaching and learning in the first year of their appointment. Short courses are offered through the Centre for Teaching Support and Innovation; and auditing of other courses offered at OISE is also possible. Courses and workshops on the pedagogy of teaching and learning are also likely to benefit senior faculty, and they too are encouraged to avail themselves of these opportunities.
- Providing the evidence outlined above for PTR, Interim Review, Probationary Review, Continuing Status Review, Tenure Review, and Promotion Review, as appropriate.

Departments are responsible for:

- Facilitating faculty members’ awareness of and access to resources and services available from the Centre for Teaching Support and Innovation and other OISE and campus support services
- Providing mentoring on teaching and supervision for pre-tenure and pre-continuing status faculty
- Developing resources that describe the ways in which criteria for tenure and promotion have been operationalized within the departmental setting
- Monitoring the preparedness of pre-tenure faculty for the interim review and tenure review
- Monitoring the preparedness of pre-continuing status faculty for the probationary review and continuing status review
- Establishing departmental procedures for peer classroom observation
- Customizing course evaluation forms as needed and guidelines for interpretation of course evaluation data
- Maintaining a secure archive of written course evaluations

The Dean’s Office is responsible for:

- Maintaining an ongoing and reciprocal relationship with the Centre for Teaching Support and Innovation
- Facilitating faculty members’ awareness of and access to resources and services available from the Centre for Teaching Support and Innovation and other OISE and campus support services

- Ensuring all faculty are aware of relevant university policies on teaching and evaluation of teaching
- Providing “best practices” guidelines for building and organizing teaching portfolios
- Develop common core items for course evaluations and provide guidelines for contextualized interpretation of course evaluation data