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UNIVERSITY SECRETARIAT
QUEEN'S UNIVERSITY



VICE-PRINCIPAL (RESEARCH)

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September 23, 2009

Ms. Georgina Moore
Secretary of the University
University Secretariat
153 Richardson Hall
Queen's University
Kingston, ON K7L 3N6

Dear Ms. Moore:

Re: Proposed Changes to the *Nomination and Selection Process for Canada Research Chairs at Queen's University* Document

I am writing to confirm that the Senate Advisory Research Committee (SARC) members, at their meeting of September 16, 2009, reviewed the enclosed proposed changes to the *Nominations and Selection Process for Canada Research Chairs at Queen's University* document as presented by Ms. Mary Purcell of the eQUIP Task Force. On behalf of the SARC members, I am pleased to inform you that it is recommended that the proposed changes be approved as written.

If you require further information, please do not hesitate to contact me.

Yours sincerely,

R. Kerry Rowe
Vice-Principal (Research)

Encl.

c. Ms. Mary Purcell, Manager, eQUIP Task Force, Queen's University

think Research
think Queen's

NOMINATION and SELECTION PROCESS for Canada Research Chairs at Queen's University

Revised: September 2, 2009

INTRODUCTION

Queen's University is committed to being a research-intensive institution of international distinction. The University's Strategic Research Plan builds on plans developed at departmental and faculty levels and defines the University's Strategic Research Clusters and delineates areas of research strength and areas of emerging research that the University wishes to enhance.

The Canada Research Chairs program is an important component of our development strategy and affords us an opportunity to attract top-quality scholars and researchers who will strengthen our faculty complement in key areas. The Program has two broad criteria: the quality of the nominees and their proposed research program; and integration with the University's Strategic Research Plan.

Candidates to be nominated by Queen's will be selected with the expectation that, as Chairholders, they will be (in the case of Tier-1 Chairs) or have the potential to be (in the case of Tier-2 Chairs) leaders within the University's research activities. They will be expected to have a high degree of strategic "fit" with the research plan of the host unit (Department or Faculty) and that of the nominee's research cluster (which in many cases will cross unit boundaries). Each Chairholder should be a nucleus around which research strength will grow, or should constitute a significant addition to an existing area of strength.

The majority of Tier-1 and Tier-2 Chairs at Queen's University in the past were filled by external candidates. However, until the end of 2011 nominees for Tier-2 Chairs will normally be internal candidates.

The Canada Research Chairs Executive Committee at Queen's comprises the Vice-Principal (Research) (chair), the Vice-Principal (Academic) and the Dean of Graduate Studies as voting members; and the Associate Vice-Principals (Research) and (Academic) as non-voting members.

The process for selecting candidates to be nominated to the Canada Research Chair program by Queen's University that is outlined in this document is consistent with the provisions of the *Collective Agreement between Queen's University and the Queen's University Faculty Association* and therefore applies specifically to appointees who will be Members of the QUFA Bargaining Unit. Canada Research Chairs may also be held by clinical faculty members who will not be Members of the QUFA Bargaining Unit. Clinical candidates will be identified and selected by a process that is similar in its overall chain of review and recommendation but that is consistent with the Senate document, *Regulations Governing Appointment, Renewal of Appointment, Tenure and Termination for Academic Staff*.

PART I: STRATEGIC RESEARCH PLAN AND CHAIR ALLOCATIONS

Step #1. Strategic Research Plan

The University's Strategic Research Plan will be reviewed and may be updated annually by the Vice-Principal (Research). The revision process will involve broad consultation and input from the Deans on the strategic directions of the Faculties. If the Plan is revised, it will be submitted to the Senate for approval, normally by April 1st each year.

The Executive Committee will use its best judgment in allocating the Chairs to areas of strategic importance for developing the Research Clusters. In addition, the Dean(s) may make a strategic case of allocation of Chair(s) to specific discipline areas or a specific strategic initiative within a cluster which will be considered by the Executive Committee and could result in the allocation of one or more chairs to said areas or initiatives.

PART II: SEARCH PROCESS FOR TIER-1 CHAIRS

Consistent with Article 25 of the *Collective Agreement between Queen's University and the Queen's University Faculty Association* (QUFA), internal nominees for Tier-1 Canada Research Chairs will be selected from current Queen's University faculty members by a streamlined process, and external nominees will be selected through a comprehensive, yet efficient, search process that involves advertising, development of a pool of candidates, short-listing and an interview. The principles of Employment Equity (as defined in Article 24 of the *Collective Agreement*) apply to both types of candidates.

The search processes defined below recognize that potential candidates for Tier-1 Chairs are senior scholars with considerable stature in their respective fields, and that such individuals may not wish to be openly identified as candidates until the selection process is far advanced. Thus the initial stages of the selection process, leading to prioritization of candidates (especially external candidates), must rely heavily on the candidates' public records of achievement (i.e., their *curricula vitae*). It is also recognized that in selecting a candidate for a prestigious senior-level appointment such as a Tier-1 Canada Research Chair, an NSERC Industrial Chair or an Endowed Chair, the interview process is as much an opportunity for the University to sell itself to a candidate as an opportunity for the candidates to showcase themselves.

Step #2. Developing a Candidate Pool

General advertisements will be placed in the usual media outlets and on the University's website. Departments and Faculties must also place their own ads seeking candidates in specific areas of expertise that support the respective Research Clusters.

Internal Candidates:

Internal candidates may be nominated, with the candidate's permission, by faculty members,

Heads or Deans. A full *curriculum vitae* and additional information (see Appendix D) needed to assess suitability for a Chair position will be required. Candidates will be invited to submit an Employment Equity census form to the Office of the University Advisor on Equity.

External Candidates:

Applicants will be asked to provide a full *curriculum vitae*, the names of at least three arm's-length referees, and additional information (see Appendix D) needed to assess their suitability for a Chair nomination, together with an expression of interest in coming to Queen's. Referees should be senior researchers who are recognized internationally and who are able to judge the impact of the candidate's work to date.

At the same time, Departments, Research Centres, and individual faculty members will be encouraged to seek out highly qualified candidates.

Candidates will be invited to submit an Employment Equity census form to the Office of the University Advisor on Equity. The candidates should be advised of the nomination process and the likely timetable for decisions.

Step #3. Appointments Committee Review

The Appointments Committees will be constituted by the normal unit-based process (*Collective Agreement*, Article 25). Alternatively, for a search to fill a Chair in support of a trans-disciplinary Research Cluster, it may be appropriate to establish a hybrid Appointments Committee with Members elected from two or more Departments or Faculties.

Appointments Committees will screen their pools of internal and external candidates for Chair positions. This review will be based on the candidates' nomination files. Candidates will be evaluated against the University's CRC selection criteria (Appendix A). A timely review process will be essential. Appointments Committees will forward their recommendations, which could be made jointly by two or more departments, to the Dean(s).

The Appointments Committees will complete Employment Equity reporting forms and submit them to the Office of the University Advisor on Equity in the usual way.

Step #4. Faculty Review

Deans will use the University's CRC selection criteria (Appendix A) to prioritize the candidates recommended by Appointments Committees and make recommendations to the CRC Executive Committee. Two or more Deans may make joint recommendations, consistent with their jointly prepared strategies for allocating Chairs within each Cluster.

The Deans will be responsible for ensuring that each recommended candidate meets the University's CRC selection criteria (Appendix A). It is essential that the strategic fit of the candidate within the respective Cluster is clearly described. In the case of an internal candidate, the decanal recommendation must be supported by a statement that the salary savings will be

used to hire a new faculty member who is complementary to the Chair's research cluster. The Dean must also commit to a target date for this appointment.

Normally, only in exceptional circumstances will alternative uses of the salary savings be permitted subject to argument by the Dean(s) and approval by the Executive Committee, on a case by case basis. However, until the end of 2011, requests to use the salary savings for alternative uses will be considered for each case if requested by the Dean.

Deans shall submit the names of all candidates recommended by Appointments Committees and provide reasons for not recommending to the Executive Committee any female candidate(s) and any other candidate(s) who have self-identified as belonging to one of the equity groups designated under Article 24 of the *Collective Agreement*.

Each CRC candidate nomination file that is forwarded to the CRC Executive Committee must include a completed contents checklist at the front of the nomination file (see Appendix D).

Step #5. CRC Executive Committee Review

The CRC Executive Committee will review the candidates put forward by the Deans and prioritize all the candidates (internal and external), within each Cluster if appropriate, according to the University's CRC selection criteria (Appendix A).

Step #6. Departmental Interview and Ratification Process

The Executive Committee will inform the Departments and Deans which candidates they are authorized to approach, and in what sequence, with an invitation to become a formal candidate. Candidates for each Chair will be approached, one at a time, in the priority order determined by the Executive Committee. An external candidate will be required to participate in a confirmation interview so that the Appointments Committee can ratify their candidacy for a faculty appointment at Queen's. According to Article 25 of the *Collective Agreement*, an internal candidate does not need to be ratified by the Appointments Committee.

Step #7. Offer and Negotiation

An offer of the opportunity to be nominated by Queen's for a Tier-1 CRC will be extended to the first candidate in the Executive Committee's priority list who is ratified (if an external candidate) or who is an internal candidate.

An external candidate will normally be offered an appointment that is conditional upon success in the external CRC review process. In some cases, it may be necessary to make an unconditional appointment (provided the Department or Faculty has vacant positions or the resources necessary to finance the bridge) in order to bring the appointee to Queen's, and then to put forward the nomination to the CRC program at the first available opportunity.

The terms of appointment (including salary, stipend, responsibilities and research support) will then be negotiated with the candidate. The Head, Dean, Vice-Principal (Academic) and Vice-

Principal (Research) all have roles in the negotiation.

Step #8. Completion and Submission of Chair Application

The CRC application process can begin as soon as the terms of appointment have been negotiated.

Step #9. Appointment

Once the CRC has been awarded by the Program, the letter of appointment to the Chair will be prepared for the Principal's signature.

PART III: SEARCH PROCESS FOR TIER-2 CHAIRS

Step #2. Developing a Candidate Pool

Up until 2009 Tier-2 chairs were normally recruited externally to Queen's. Due to budget constraints within the University it has been recommended by the Principal and Vice-Principals that nominees for Tier 2 chairs will normally be internal candidates from 2009 until the end of 2011. This policy will be re-visited by the Executive Committee in early 2011 for nominations in 2012 and beyond.

External Candidates:

Candidates may be sought whose appointment would be conditional on success in the CRC process. Alternatively, departments/faculties with vacant positions may be in a position to seek candidates who could receive an unconditional offer of a regular faculty position and at the same time be nominated by their faculty for a Tier-2 CRC. In either case, the search will follow the normal process for tenure-track faculty appointments as defined in Article 25 and the equity provisions of Article 24 of the *Collective Agreement*.

Candidates will be expected to provide a full *curriculum vitae*, a statement of research interests and future plans, a statement of teaching experience and interests, the names and addresses of at least three individuals who have agreed to provide letters of reference, and any other information they feel is relevant to the application (see Appendix D for a checklist of all required items for Tier 2 CRC nomination files). Some of the referees should be senior researchers who are recognized internationally and who are able to judge the impact of the candidate's work to date.

Internal Candidates:

Individuals who already hold tenure-track or tenured appointments or Special GFT clinical appointments at Queen's University are eligible to be considered as internal candidates for a Tier-2 CRC and will be considered. To be an internal candidate, an individual will normally be in the fourth to seventh year of his/her tenure-track (or equivalent) academic career, and must be within ten years of the award of the PhD (or equivalent) to satisfy the requirements of the CRC program. It is expected that an internal candidate will hold a current operating grant as Principal

Investigator from the relevant tri-council agency and will conduct research in a cluster included in the Strategic Research Plan if they are nominated, and that there will be potential for this research area to grow at Queen's with the candidate's appointment as a CRC Tier-2. Internal candidates may self-identify to their Head or Dean or be nominated, with the candidate's permission, by faculty members, Heads or Deans. The availability of internal Tier-2 CRC(s) in a broad discipline area will be publicised internally within the University so that potential internal candidates will be made aware of the opportunity.

Internal candidates will be required to provide a full curriculum vitae and additional information (see Appendix D) needed to assess their suitability for a Chair position.

Candidates will be invited to submit an Employment Equity census form to the Office of the University Advisor on Equity.

Step #3. Appointments Committee Review

The Appointments Committee will be constituted by the normal unit-based process (Collective Agreement, Article 25). Alternatively, for a search to fill a Chair in support of a trans-disciplinary Research Cluster, it may be appropriate to establish a hybrid Appointments Committee with Members elected from two or more Departments or Faculties.

Appointments Committees will screen their pools of external and internal candidates for Chair positions. Candidates will be evaluated against the University's CRC selection criteria (Appendix A). Dean(s) will be responsible for approving short-listed candidates for interview, both for quality control and to limit the number of candidates interviewed for each of what is a small number of available Chairs. Appointments Committees will forward recommendations, which could be made jointly by two or more departments, to the Dean(s).

The Appointments Committees will complete Employment Equity reporting forms and submit them to the Office of the University Advisor on Equity in the usual way.

Step #4. Faculty Review

Each Dean will use the University's CRC selection criteria (Appendix A) to prioritize candidates recommended by Appointments Committees, and in turn make recommendations to the CRC Executive Committee. Two or more Deans may make joint recommendations.

The Deans will be responsible for ensuring that each recommended candidate meets the University's CRC selection criteria (Appendix A). When an internal candidate is first nominated, the department and faculty must agree to provide an annual \$20,000 research grant from CRC funds to the researcher. While all faculty members at Queen's are expected to contribute to teaching, it is expected that holders of CRCs will have lighter formally assigned teaching responsibilities (at least 25% less) than the norm in their unit. The cost of teaching release may be covered from CRC funds allocated to the Faculty for eligible expenses associated with the Chair (see Appendix B for more details regarding budget).

Deans shall submit the names of all candidates recommended by Appointments Committees and provide reasons for not recommending to the Executive Committee any female candidate(s) and any other candidate(s) who have self-identified as belonging to one of the equity groups designated under Article 24 of the *Collective Agreement*.

Each CRC candidate nomination file that is forwarded to the CRC Executive Committee must include a completed contents checklist at the front of the nomination file (see Appendix D).

Step #5. CRC Executive Committee Review

Using the University's CRC selection criteria (Appendix A), the CRC Executive Committee will review the candidates put forward by the Deans, prioritize all and recommend to the Principal those external candidates to be nominated to the CRC program.

Step #6. Offer and Negotiation

An offer of the opportunity to be nominated by Queen's for a Tier-2 CRC will be extended to the first candidate in the Executive Committee's priority list who is ratified (if an external candidate) or who is an internal candidate.

An external candidate will normally be offered an appointment that is conditional upon success in the external CRC review process. In some cases, it may be necessary to make an unconditional appointment (provided the Department or Faculty has vacant positions or the resources necessary to finance the bridge) in order to bring the appointee to Queen's, and then to put forward the nomination to the CRC program at the first available opportunity.

The terms of appointment (including salary, stipend, responsibilities and research support) will then be negotiated with the candidate. The Head, Dean, Vice-Principal (Academic) and Vice-Principal (Research) all have roles in the negotiation.

Step #7. Completion and Submission of Chair Application

Preparation of the CRC nomination, research proposal and budget may begin as soon as the Principal has approved the candidacy for the nearest practicable submission cycle.

Step #8. Appointment

Once the CRC has been awarded by the Program, the official letter of appointment will be prepared for signature.

Step #9. Term of Appointment

First-time CRC appointments for internal candidates made in 2010 and beyond will be for 5 years and will normally be considered non-renewable. In the case of truly exceptional performance and on the recommendation of the Dean, the CRC Executive Committee may invite

a renewal nomination.

APPENDIX A

Criteria For Selecting Canada Research Chair Nominees at Queen's University

CRC Chair holders at Queen's University will be expected to provide the leadership required to further develop the research program in the cluster in which their research fits. In addition to the research excellence of the nominee, the ability to provide research leadership will be an important consideration in the selection of those to be nominated for CRCs by Queen's. The Queen's University criteria relating to the quality of the nominee and integration with the strategic plan are based on the CRC criteria found in the "Instructions for Members of the College of Reviewers". The following criteria will be used by Appointment Committees, Deans and the CRC Executive Committee in recommending Nominees for Canada Research Chairs at Queen's.

QUALITY OF THE NOMINEE

Nominees must be in the top 20th percentile compared to other individuals at the same stage of their career. Referees should be senior researchers who are recognized internationally and who are able to judge the impact of the candidate's work to date.

Tier-1 Nominees are expected to meet the following conditions:

- outstanding and innovative research accomplishments with major impacts on the field;
- international recognition as leaders in the field;
- superior record in attracting and supervising graduate students and postdoctoral fellows; where appropriate (for Nominees coming from the academic sector);
- likely to attract excellent trainees;
- ability to provide research leadership;
- likely to stimulate innovative approaches to teaching in the field.

Tier-2 Nominees are expected to meet the following conditions:

- recognition as an excellent emerging researcher who has demonstrated particular research creativity (or, if the Nominee is a recent graduate, a superior record of research accomplishments arising out of the doctoral and/or postdoctoral period);
- likely to achieve increased international recognition as a leader in his or her field in the next five to ten years;
- likely to attract an increasing number of excellent trainees;
- ability to provide research leadership within the Research Cluster at Queen's;
- likely to stimulate innovative approaches to teaching in the field.

INTEGRATION WITH THE STRATEGIC RESEARCH PLAN

The research of the nominee must be clearly encompassed in one of the research Clusters in the Strategic Research Plan. In addition, the nominator must describe the current research environment in which the nominee would fit and demonstrate the importance of the Chair to the strategic development of the research Cluster at Queen's.

The following statements used by the College of Reviewers are to be used as a guide in assessing the Nominee's fit with the Strategic Research Plan.

Queen's nominees must meet criterion (C) or (D) in category 1 and criterion (B) or (C) or (D) in category 2 below.

1. CLUSTER ENVIRONMENT

- A) There are few researchers in this cluster at Queen's, but there will be opportunities for interaction with other researchers;
- B) There are established researchers in complementary fields at the institution;
- C) There are established researchers and programs in this cluster at this institution;
- D) There are established researchers and programs of international renown in this cluster in this institution and/or at institutions in the region. There will be strong synergy between these and the proposed Chair.

2. FIT WITH STRATEGIC RESEARCH PLAN:

The nominee's research program:

- A) will contribute positively to the University's Strategic Research Plan;
- B) will be a significant element in the University's Strategic Research Plan;
- C) will be a cornerstone for a major initiative of the University's Strategic Research Plan;
- D) is deemed by the institution to be a "flagship" of the University's Strategic Research Plan.

APPENDIX B

Budget Guidelines for Canada Research Chairs at Queen's University

Tier 1 - External Appointments and Renewal of External Appointments

Annual support from the CRC Program is \$200,000

- There will be an overhead charge of 40% (\$56,000) for indirect costs.
 - 40% of the overhead (\$22,000) will be allocated to the central administration.
 - 60% of the overhead (\$34,000) will be allocated to the Faculty.
- The Faculty's allocation of overhead funds may be used at the Dean's discretion. Any use towards supporting activities of the Chair must be negotiated with the Dean.
- The Central allocation of overhead funds will support central services such as library, computing services, space, heat/light/maintenance.
- It must be noted that the CRC funds are primarily to support salary and benefits of the chairholder. It is expected that the chairholder will have significant other sources of funding to support his/her research program, and will have further opportunities to obtain funds from the granting councils.
- The following items are eligible expenses of the Chair funds (to be spent from the remaining \$144,000):
 - Nominal salary
 - A Chair stipend of up to \$10,000
 - Benefits at 18% of salary and stipend
 - Funds to be used for the CFI match (\$62,500)
 - Moving expenses
 - Support of graduate students or post-doctoral fellows
 - Cost of teaching replacement for the Chairholder
 - Other direct expenses if there are remaining funds
- Salary and benefit increases are to be covered first from CRC funds; additional increases will be covered centrally. Normally, there will be no on-going commitments other than salary, since at some point the Chair will need to be subsidized to cover increases in salary and benefits costs. Deans are asked to consult with the Queen's Budget Office for details regarding centrally funded costs.

Tier 1 - Internal Appointments

The same as above, except that there will be no moving or research-initiation expenses.

In addition:

- Salary savings from the internal candidate's existing position must normally be used to hire a new ("replacement") complementary faculty member for the same area or research cluster. This appointment will normally be made within one year of the CRC appointment. Salary savings will be retained centrally if the position is not filled within two years.
- It is strongly recommended that the replacement position be established as a bridge to retain flexibility. The Vice-Principal (Academic) retains the right to keep salary savings centrally if they are not used strategically to establish a new position.

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- Salary savings in excess of those needed for the replacement position will be used at the Dean's discretion. Any use towards supporting activities of the Chair must be negotiated with the Dean.
 - Normally, only in exceptional circumstances will alternative uses of the salary savings be permitted subject to argument by the Dean(s) and approval by the Executive Committee, on a case-by-case basis. However, until the end of 2011, requests to use the salary savings for alternative uses will be considered for each case if requested by the Dean.

Tier 2 - External Appointments and Renewal of External Appointments

Annual support from the CRC Program is \$100,000

- There will be an overhead charge for indirect costs of 40% (\$28,000)
 - 40% of the overhead (\$11,000) will be allocated to the central administration.
 - 60% of the overhead (\$17,000) will be allocated to the Faculty
- The Faculty's allocation of overhead funds may be used at the Dean's discretion. Any use towards supporting activities of the Chair must be negotiated with the Dean.
- The Central allocation of overhead funds will support central services such as library, computing services, space, heat/light/maintenance.
- It must be noted that the CRC funds are primarily to support salary and benefits of the chairholder. It is expected that the chairholder will have significant other sources of funding to support his/her research program, and will have further opportunities to obtain funds from the granting councils.
- As a Tier-2 Chair appointment has a maximum duration of ten years, it should be established as bridge to a future retirement.
- The following items are eligible expenses of the Chair funds (to be spent from the remaining \$72,000):
 - Nominal salary
 - Benefits at 18% of salary
 - Funds to be used for the CFI match (\$62,500)
 - Moving expenses
 - Support of graduate students or post-doctoral fellows
 - Cost of teaching replacement for the Chairholder
- Tier-2 chairholders are not eligible for a salary stipend.
- Salary and benefit increases are to be covered first from CRC funds; additional increases will be covered centrally. Normally, there will be no on-going commitments other than salary, since at some point the Chair will need to be subsidized to cover increases in salary and benefits costs. Indeed there will likely be a need for additional salary support beginning in the first year of the first term of the chair. Deans are asked to consult with the Queen's Budget Office for details regarding centrally funded costs.

Tier 2 – Internal Appointments

If a Tier-2 chair is assigned to a first-time internal candidate the \$100,000 must be allocated as follows:

- \$20,000 to the researcher to support his/her research program
- \$10,000 to the Chair's department for eligible expenses in support of the Chair at the discretion of the Department Head (the Faculty is responsible for covering the cost of teaching replacement for the Chairholder)
- \$28,000 in indirect costs (40%):
 - \$11,000 to central
 - \$17,000 to the Chair's faculty to be used at the discretion of the Dean
- \$42,000 to be allocated to the Chair's Faculty to be spent on eligible expenses, including but not limited to:
 - Cost of teaching replacement for the Chairholder (required amount will be transferred annually to the Department when costs are known)
 - Nominal salary
 - Benefits at 18% of salary

PROCESS

Once a nomination has been ratified, the Department Head(s) should discuss funding with the Dean. Specifically, it must be determined if there is any available funding other than the program funds of \$144,000 for Tier-1 chairs and \$72,000 for Tier-2 chairs.

The Department Head(s) can then work with the nominee to prepare a budget that complies with the guidelines above.

A budget must be approved by the Dean and the Vice-Principal (Academic) before it is incorporated into the CRC nomination package.

APPENDIX D

Checklists for Tier 1 and Tier 2 CRC Nominee Candidate Files

Enclosed in this Appendix are content checklists for Tier 1 and Tier 2 CRC nominee candidate files. Faculty Offices are requested to append a completed and signed checklist to the front of all candidate files to ensure that CRC nominee candidate files, submitted to the CRC Executive Committee for adjudication, are complete.

For more information contact the eQUIP Task Force at x32757.

Checklist for Tier 1 Canada Research Chair (CRC) Nomination Files

This checklist must be completed and appended to the front of all Tier 1 CRC nominee candidate files submitted to the CRC Executive Committee for review.

Faculty	
Department/Unit	
Proposed Tier 1 CRC Start Date	
Name of CRC Nominee Candidate	
Proposed Budget Slot (Position #)	
Previous Incumbent (if any)	
Anticipated Rank	
Would a Queen's offer be conditional on successful nomination for a CRC?	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N/A (internal candidate)

Please check to indicate that the following items are included in the enclosed CRC nominee candidate file:

- Memo from the Dean to the Chair of the CRC Executive Committee (Dr. R. Kerry Rowe) recommending the candidate as a Tier 1 CRC nominee.
- Memo from the Head of Department or Unit to the Dean recommending the candidate as a Tier 1 CRC nominee.
- Appointments Committee recommendation, including description of the search process.
- Three arm's-length letters of reference.
Definition of arm's-length letters of reference: Letters from the nominee's peers who are not current or recent collaborators (within the past 5 years), departmental colleagues, students or supervisor(s).
- Internal reference letters.
 Provide as many internal reference letters as you wish. Note that arm's-length reference letters carry much more weight.
- Copies of all letters of assessment collected during the search process (e.g., assessments from department members and students).
- Nominee's curriculum vitae.
- Nominee's 7-year Research Plan.
- Integration of nominee's research with the University and Department Strategic Research Plans.
- Nominee's teaching experience and interests.
- An expression of interest in coming to Queen's (not required for internal candidates).

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- Any additional information (as delineated in the ad) needed to assess the candidate's suitability for a Tier 1 CRC nomination.

To demonstrate that the recruitment process meets requirements of the Collective Agreement:

- An outline describing how the search, selection, and assessment plans were implemented at the Unit/Dept. level, and the results thereof (e.g., describe extra efforts made to widen the pool of candidates, etc.).
- Copy of job advertisements and dates when published.

Please check boxes to acknowledge completion of Equity Forms (to demonstrate that the recruitment process meets requirements of the Collective Agreement):

- Before the Search Begins (Form 1 Part A)
Date sent to the Office of the UAE _____
- Self-Identification and Shortlisting (Form 1 Part B)
Date sent to the Office of the UAE _____
- Before an Offer is Extended (Form 1 Part C)
Date sent to the Office of the UAE _____

Signature _____

(Dean)

Date

Checklist for Tier 2 Canada Research Chair (CRC) Nomination Files

This checklist must be completed and appended to the front of all Tier 2 CRC nominee candidate files submitted to the CRC Executive Committee for review.

Faculty	
Department/Unit	
Proposed Tier 2 CRC Start Date	
Name of CRC Nominee Candidate	
Proposed Budget Slot (Position #)	
Previous Incumbent (if any)	
Anticipated Rank	
Would a Queen's offer be conditional on successful nomination for a CRC?	<input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> N/A (internal candidate)

Please check to indicate that the following items are included in the enclosed CRC nominee candidate file:

- Memo from the Dean to the Chair of the CRC Executive Committee (Dr. R. Kerry Rowe) recommending the candidate as a Tier 2 CRC nominee.
- Memo from the Head of Department or Unit to the Dean recommending the candidate as a Tier 2 CRC nominee.
- Appointments Committee recommendation, including description of the search process. For a search that was exclusively internal, the steps taken to notify suitably qualified candidates of the opportunity should be documented.
- Arm's-length letters of reference (required number of letters depends on research experience):
 - Definition of arm's-length letters of reference:* Letters from the nominee's peers who are not current or recent collaborators (within the past 5 years), departmental colleagues, students or supervisor(s).
 - (i) *Greater than and including 6 years of post-PhD research experience:*
 - three arm's-length letters.
 - (ii) *Fewer than 6 years of post-PhD research experience:*
 - two arm's-length letters, and one or two others from, for example, PhD supervisor, post-doctoral supervisor, etc.
- Internal reference letters.
Provide as many internal reference letters as you wish. Note that arm's-length reference letters carry much more weight.
- Copies of all letters of assessment collected during the search process (e.g., assessments from department members and students).
- Nominee's curriculum vitae.
- Nominee's 5-year Research Plan.

- Integration of nominee's research with the University and Department Strategic Research Plans.
- Nominee's teaching experience and interests.
- An expression of interest in coming to Queen's (not required for internal candidates).
- Any additional information (as delineated in the ad) needed to assess the candidate's suitability for a Tier 2 CRC nomination.

To demonstrate that the recruitment process meets requirements of the Collective Agreement:

- An outline describing how the search, selection, and assessment plans were implemented at the Unit/Dept. level, and the results thereof (e.g., describe extra efforts made to widen the pool of candidates, etc.).
- Copy of job advertisements and dates when published.

Please check boxes to acknowledge completion of Equity Forms (to demonstrate that the recruitment process meets requirements of the Collective Agreement):

- Before the Search Begins (Form 1 Part A)
Date sent to the Office of the UAE _____
- Self-Identification and Shortlisting (Form 1 Part B)
Date sent to the Office of the UAE _____
- Before an Offer is Extended (Form 1 Part C)
Date sent to the Office of the UAE _____

Signature _____

(Dean)

Date

MORE INFORMATION:

For more information, contact the eQUIP Task Force at x. 32757.