

casual, or substitute faculty (see item D). In the case of instructors at the thesis stage of their master's degrees, the period may be extended for another year but not to exceed two years, provided the instructor is properly informed of this condition. At the end of the probationary period, either the appointment of the Instructor is not renewed, or the Instructor is appointed to the rank of Assistant Professor, not necessarily with tenure. As Assistant Professor, the faculty member is evaluated for the purpose of renewal and tenure.

- 4.2. For the rank of Assistant Professor, the probationary period is three years
- 4.3. The Associate Professor may be given tenure within two years from the date of appointment
- 4.4. The Professor may be given tenure within the year from the date of appointment as Professor
5. The actual length of the probation may be shortened by taking into account the following factors:
 - 5.1. Outstanding performance as teacher and scholar in the initial years of appointment
 - 5.2. Prior service at an academic institution at the rank of Assistant Professor or higher
6. Within the probationary period, the faculty member is appointed yearly. If the faculty member's appointment is not renewed or tenure is not granted, the faculty member shall be informed in writing at least sixty days prior to the expiry of his/her appointment by the Dean.
7. After the first year, if the faculty member does not perform up to par and shows no promise of improvement, his/her appointment shall not be renewed. However, if the faculty member shows potential for improvement, he/she shall prepare a one-year improvement plan, guided by the standard set in table 1 (item E6), and shall discuss it with the Chair and the department's Academic Personnel Committee (or equivalent body). The improvement plan shall be submitted to the Dean for approval. An improvement plan may also be prepared by substitute and casual faculty who show potential.
8. The reasons for devising an individual improvement plan are as follows.
 - 8.1. The tenure-track faculty member commits himself/herself (in writing) to improving his/her teaching and other performance. The department shall hold the faculty member to this commitment.