



**Western**

DAN Department of Management  
& Organizational Studies

## **PUBLIC SOLICITATION**

### **NOTICE TO ALL FACULTY AND STUDENTS**

#### **Promotion and Tenure**

The Faculty Collective Agreement requires that in evaluating a faculty member's performance for promotion and/or tenure purposes, a public solicitation for letters must occur.

The purpose of the solicitation is to provide information about whether the candidate's performance of Academic Responsibilities (Teaching, Research and Service) meets the relevant criteria for promotion and/or tenure<sup>1</sup>.

**Dr. Zulfiqer Haider** is being considered for promotion to the rank of Associate Professor. Anyone wishing to make a written submission can do so until the file is closed. It is anticipated this will occur by **September 1, 2025**. Those engaged in the review of the Promotion File may wish to refrain from providing a letter of support in order to avoid a perception of bias.

Unless you specifically indicate in your submission that your identity can be known to the candidate, your identity will be kept confidential from the candidate. The contents of your letter will be revealed to **Dr. Haider** by including in his Promotion File a copy of your letter with all identification removed. If you wish your identity to remain confidential, please phrase your letter such that your identity is not revealed by content. You should be aware that your letter in its entirety will be seen by the Promotion and Tenure Committee reviewing this case.

We appreciate your considered judgement of the candidate's qualifications.

This submission should be sent to Janice Sutherland by email to [jsutherl@uwo.ca](mailto:jsutherl@uwo.ca) or by mail to:

Janice Sutherland  
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<sup>1</sup> The Faculty Collective Agreement requires that for the attainment of tenure, the candidate must have established a sufficiently strong record of performance in Teaching, Research and Service, evaluated with reference to the national and international standards within the candidate's discipline. The process for evaluation is in accordance with the relevant criteria in Clauses 3 through 4.3.2 of the Article Promotion and Tenure which may be found at [https://www.uwo.ca/facultyrelations/pdf/collective\\_agreements/faculty.pdf](https://www.uwo.ca/facultyrelations/pdf/collective_agreements/faculty.pdf).