

# Academic Senior Promotion To Associate Professor and Professor





# Scholarly Domains

- Research
- Education
- Teaching
- Creative Professional Activities

Excellence in CPA or Research should demonstrate competence in teaching/ education



# Scholarship

- **Scholarship of discovery** -generation of new knowledge
- **Scholarship of integration-** making of connections across disciplines/ puts specialties in a larger context
- **Scholarship of application** -the provision of a service using a scholarly approach (e.g., best practices, translation of new knowledge into service; application to practice reflective (not only theory to practice, but practice to theory) ; practitioners evaluate knowledge experience and thus validate theory
- **Scholarship of teaching** -beyond transfer of knowledge to student; carefully planned pedagogical procedures transforming; extending knowledge on the educational process itself
- **Scholarship of engagement-** active engagement students; peers and further highlights the institution's role in community towards solving society's complex problems.

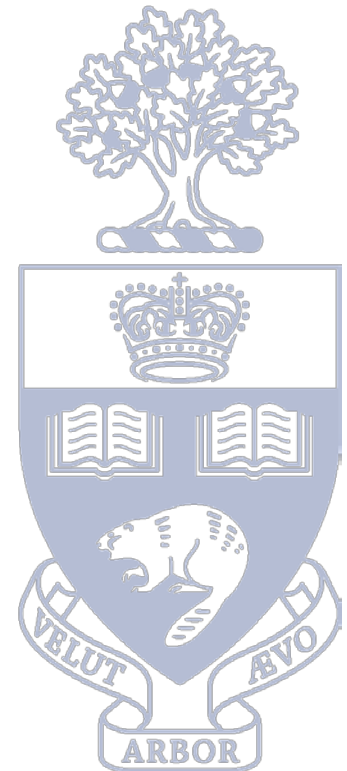


# Promotion Dossier: *Components*

- Candidate Statement
- Candidate's Dossier
- CV
- Letters
  - Department Chair
  - Chair of Departmental Promotions Committee (DPC)
  - Chair of Teaching Effectiveness Committee (TEC)
  - References
    - External
    - Internal (Optional)
    - Past Learners

# ASSESSMENT

REFER TO U OF T PROMOTIONS MANUAL





# Creative Professional Activity

- Being a *competent* health care practitioner, while valuable to the public and profession, and for educational role-modelling, is not sufficient to meet the criterion of excellence in CPA.
- The Faculty expects that most candidates for promotion will be engaged to some degree in CPA as part of their scholarly life. Such baseline activity does not constitute grounds for promotion.
- There should be evidence of sustained and current activity.
- The focus should be on creativity, innovation, excellence and impact on the profession, not on the quantity of achievement.
- There must be evidence that the activity has changed policy-making, organizational decision-making, or clinical practice beyond the candidate's own institution or practice setting, including when the target audience is the general public.



# Creative Professional Activity

- Contributions will not be discounted because they have led to commercial gain, but there must be evidence of scholarship and impact on clinical practice.
- Evidence upon which CPA will be evaluated may include:
  - Scholarly publications: papers, books, chapters, monographs
  - Non peer-reviewed and lay publications
  - Invitations to scholarly meetings or workshops
  - Invitations to lay meetings or talks/interviews with media and lay publications
  - Invitations as a visiting professor or scholar
  - Guidelines and consensus conference proceedings
  - Development of health policies
  - Presentations to regulatory bodies, governments, etc.
  - Evaluation reports of scholarly programs
- - Evidence of dissemination of educational innovation through adoption or incorporation either within or outside the university
  - Evidence of leadership that has influenced standards and /or enhanced the effectiveness of health professional education
  - Creation of media (e.g. , websites, CDs)
  - Roles in professional organizations (there must be documentation of the role as to whether the candidate is a leader or a participant)
  - Contributions to editorial boards of peer-reviewed journals (including Editor-in-Chief, Associate Editor, and board member)
  - Documentation from an external review
  - Unsolicited letters
  - Awards or recognition for CPA role by the profession or by groups outside of the profession
  - Media reports documenting achievement or demonstrating the importance of the role played
  - Grant and contract record, including evidence of impact on activity of industry clients
  - Innovation and entrepreneurial activity, as evidenced by new products or new ventures launched or assisted, licensed patents
  - Technology transfer
  - Knowledge transfer

# Creative Professional Activity



- CPA in Quality Improvement and Education can include:
  - Instructional innovation/creative excellence: teaching techniques, educational innovations, curriculum development, course planning, evaluation development.
  - Leadership in the development of professional practice in health professional education.
  - Was the intervention/ contribution incorporated outside of Ontario? Canada? Incorporated into policies? Guidelines?





# Documentation

## *Candidate's Statement and Dossier*

1. A brief statement of the scope of the issue your CPA contributions address
2. A brief outline of your scholarly contributions
3. A statement of the importance of the achievements in CPA
  - How your contributions have affected your discipline, or the health of individuals and populations, or otherwise affected knowledge, attitudes, beliefs or practices in defined target audiences.
3. Supporting detailed documentation
  - Provide copies of relevant documents, detailed descriptions of techniques or devices (including photos or videos if appropriate,) outlines of programs, etc.



# Research Stream

- Similar documentation as CPA
- Assessments of scholarly contribution will be performed on the basis of the originality and importance of the research, its impact on the discipline, and a judgement of the candidate's stature in the field relative to his/her peers locally, nationally and internationally.

# Teaching and Education



- Promotion to Associate Professor and Professor requires that the candidate has contributed in a meaningful way to the achievement of the Faculty's and the University's educational mission.
- Teachers and Educators can show evidence of excellence or competence at one or more of the following levels:
  - Undergraduate education
  - Graduate education
  - Postgraduate medical education
  - Post-doctoral training
  - Continuing education and faculty development
  - Mentorship (e.g. Junior or mid- Faculty or others)
  - Patient/public education



# *Excellence in Teaching and Education*

- To meet the standard of **excellence** in teaching, the candidate must demonstrate excellent teaching skills, i.e., exemplary achievement, in a consistent manner. In addition, the candidate must demonstrate **excellence** in some combination of the following elements:
  - Successful innovations in the teaching domain, including the creation of significant and innovative teaching processes, materials, and forms of evaluation
  - Recognition of teaching through nomination for or receipt of awards/honours
  - Teaching evaluation scores above the acceptable standard for the department
  - Receipt of peer-reviewed grants for scholarship of teaching and learning
  - Development of significant new courses and/or reform of curricula
  - Significant contributions to the technological environment of teaching in a given area, for example, through the development of effective new technology or the use of new media to fullest advantage etc....



# *Competence in Teaching and Education*

- To establish **competence** in teaching there must be evidence of:
  - Mastery of the subject area
  - Strong communication skills
  - The ability to stimulate and challenge the intellectual and scholarly capacity and development of students
  - Being accessible to students inside and outside the classroom
  - Fair and ethical dealings with students that recognize the diverse needs and backgrounds of our student population
  - Creation of supervisory conditions conducive to an undergraduate/graduate student's academic progress, intellectual growth and the development of research skills.



## Promotion Solely on the Basis of Sustained Excellence in Teaching (Clinical MD Only)

- Decanal Promotion Committees view the term 'sustained' to normally mean **at least ten years**, unless a strong case can be made for an exception well-positioned with a rationale in the Chair's letter.
- On this basis, the promotion dossier is not required to include documentation for Research, Creative Professional Activity nor Administrative Service.



# Sustained excellence in teaching

- To establish **sustained excellence** in teaching for the purpose of achieving promotion, there should be evidence of:
  - Exemplary knowledge level and commitment to the subject area (evidence of being a master teacher)
  - Strong communication skills
  - Longitudinal pattern of teaching evaluation scores consistently above the acceptable standard for the department
  - The ability to stimulate and challenge the intellectual capacity and development of students
  - Mentoring and role modelling that fosters critical and reflective thinking
  - Being accessible to students
  - Fair and ethical dealings with students that recognize the diverse needs and backgrounds of our student population
  - Creation of supervisory conditions conducive to an undergraduate/graduate student's academic progress, intellectual growth
  - Recognition of teaching through nomination for or receipt of awards/honours

# The Teaching Dossier



- A statement of teaching interests and philosophy
- A list of graduate and undergraduate courses, taught by the candidate
- For courses in which the candidate has had major responsibility for the design, include the course outline, reading list if applicable and evaluation materials (e.g., assignments and/or examinations)
- Table summaries of annual student evaluations
- Testimonials from students regarding teaching performance
- Documentation of efforts made (both formal and informal) to improve teaching skills or course design and a description of the outcomes
- Awards or nominations for awards for teaching excellence
- Documentation of innovations in teaching methods, scholarship and/or research in education, and contributions to curricular development
- Evidence of contributions in the general area of teaching such as presentations at conferences or publications on teaching, where applicable
- Service to professional bodies or organizations through any methods that can be described as instructional, where applicable
- Plans for developing teaching skills and/or future contributions to teaching.





# Promotion to Professor, Teaching Stream

Candidates must meet the following criteria:

1. Consistently meet the *standard of excellence in teaching*.
2. Demonstrate ongoing pedagogical/professional development *sustained over many years*.
3. Educational leadership and achievement is assessed as a separate criterion, distinct from teaching excellence.

Sustained over many years, educational leadership and/or achievement is often reflected in teaching-related activities that show significant impact in a variety of ways, for example: 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.



# Promotion, Teaching Stream

- “The Master Teacher”
  - Development of innovative and creative ways to promote students’ involvement in the research process and provide opportunities for students to learn through discovery based methods
  - Significant contributions to pedagogical changes in a discipline, for example through publication of innovative textbooks and/or teaching guides that are adopted beyond the Temerty Faculty of Medicine

For consideration of promotion, the candidate must demonstrate Professionalism and adherence to academic standards and administrative responsibilities as defined by University policy





# Curriculum Vitae

- Refer to the link for contents and format
- It is the responsibility of the candidate to prepare her/his curriculum vitae in accordance with University Policy (Manual of Staff Policies Academic Librarian, Number 3.01.05, paragraph 16). The organization of the curriculum vitae should be as noted below. The detailed CV format to be used is found at:  
[https://temertymedicine.utoronto.ca/sites/default/files/WebCV%20CV%20Template-1\\_revised\\_Dec2015\\_version2.rtf](https://temertymedicine.utoronto.ca/sites/default/files/WebCV%20CV%20Template-1_revised_Dec2015_version2.rtf)
- Must include:
  1. Most Significant Publications
  2. Peer-Reviewed Publications
  3. Non Peer-Reviewed Publications
  4. Submitted Publications



# Publications

For each peer-reviewed publication, indicate the level of contribution of the candidate, according to the following categories:

- **Senior Responsible Author (SRA)** initiates the direction of investigation, establishes the laboratory or setting in which the project is conducted, obtains the funding for the study, plays a major role in the data analysis and preparation of the manuscript, and assumes overall responsibility for publication of the manuscript in its final form. *In large multi-site collaborations, a case may be made that there is more than one Senior Responsible Author. However, this will be rare and each person must meet the definition provided here.*
- **Principal Author (PA)** carries out the actual research and undertakes the data analysis and preparation of the manuscript.
- **Co-principal Author (Co-PA)** has a role in experimental design, and an active role in carrying out the research, is involved in data analysis and preparation of the manuscript. The project would be compromised seriously without the co-principal author.
- **Collaborator (COLL) or Co-Author (CA)** contributes experimental material or assays to the study, but does not have a major conceptual role in the study or the publication.



# Publications

- List the **FIVE** most significant publications **since last promotion**, providing a brief description of the significance of each publication to the field. Inclusion of the actual publication is required in the dossier.
- H-index
  - This is not a strict criteria for evaluation but usually it is included

# Presentations and Lectures



List category and geographic scope based on definitions below:

## *Category*

- Papers/Posters/Abstracts presented at meetings and symposia, list date and location
- Invited Lectures for further detail
- Media appearances

## *Geographic Scope (important as evidence of impact)*

- **Local:** During the time of appointment at U of T this category includes activities (e.g. meetings, conferences) at or arranged by U of T and its affiliated institutions and organizations.
- **Provincial/Regional:** During the time of appointment at U of T this category includes activities (e.g. meetings, conferences) based on invitations by Ontario institutions apart from U of T and its affiliates.
- **National:** During the time of appointment in Canada based on invitations from institutions outside Ontario. **If a national activity happens to be held in Toronto (or other city where you were appointed) include it as a national, not a local activity.**
- **International:** During the time of appointment at U of T this category includes activities (e.g. meetings, conferences) in Canada based on invitations from institutions outside Canada based on organizations not affiliated with U of T. **If an international activity happens to be held in Toronto include it as international, not a local activity.**



# Referees

- Candidate will be invited to nominate several external and internal referees
- Chair and the Departmental Promotion Committee will add additional names
- Chair will solicit letters from at least three and usually not more than six external referees, including at least **one suggested by the Chair, one by the candidate and one suggested by the DPC**

## External

- Judge quality and impact of candidate's academic work / scholarly activity.
- Are of appropriate rank or equivalent
- External to University of Toronto /Affiliated hospitals.
- Well-regarded national and international universities/ equivalent
- Letters of reference from national and international leaders in the candidate's field of activity are an important part of the documentation for CPA.
- DPC must indicate the source of referee

## Internal

- Can help put academic and scholarly work into context
- Are not full nor cross-appointed members of UTDR0

## Referees must be free of conflict (check dossier)

- Letters of reference should indicate the creativity and the impact of innovation or QI, evidence of emulation and adoption by peers





# Conflict of Interest

- From the same department
  - Same hospital is permitted
- Prior or current close collaboration
- Individual may potentially benefit from candidate (career advancement)
- Other

# Decanal Committee



- Strict Confidentiality
- Advisory to the Dean
- Do not serve on Departmental Promotions Committees
- Do not provide internal letters of reference



# The Review Process

- Primary and Secondary Reviewers provide a summary of dossier and their recommendations
- Discussion
- Reviewers state final recommendation
- Vote by committee to:
  - Promote
  - Defer
  - Indicate that additional information required



# Deferral

- Insufficient information provided
  - For evidence of “sustained” excellence in CPA/ Research/ Teaching
  - Inadequate evidence of National (Associate Professor) or International (Professor) impact of the work
  - Gap in productivity without explanation
  - Lack of recent publications
- Feedback provided to Chair
- Department Chair works with candidate and DPC Chair to address comments/requests
- Decanal committee meets again to review newly submitted information
- Department chair may be asked to attend the deferral meeting to address issues and answer questions on behalf of the candidate



# Deferral Examples

- Insufficient evidence to promote:
  - Committee requests additional evidence of excellence in CPA
  - Committee found candidate's dossier provided inadequate evidence of National impact of the work /invites additional information
  - Committee noted a gap in productivity / asks for clarification
  - Committee requests additional information regarding new publications/ submissions.
  - The Committee found dossier lacked sufficient documentation of impact of research



# Timelines

## UTDRO 2022-2023 Senior Promotions Schedule

Due Date	Activity	Responsibility
April 1, 2022	2022 Departmental Promotions Committee (DPC) is approved by Vice Chair Committee	UTDRO
April 21, 2022	Open call to UTDRO for expressions of interest in promotion	UTDRO
May 4, 2022	Info night for Faculty - Q&A	UTDRO
May 24, 2022	Deadline for faculty to express interest in promotion	UTDRO
Mid-June 2022	DPC Meeting #1 - Preliminary Review of Promotional Candidates	DPC
End of June 2022	Candidates are informed of DPC Recommendations	UTDRO
End of July 2022	Candidates submit initial dossier and 5 suggested referees	Candidate
Mid-August 2022	DPC Meeting #2 - Promotional dossiers reviewed. Final decision regarding which candidates will be supported by DPC for promotion. Referees determined.	UTDRO



# Timelines

## UTDRO 2022-2023 Senior Promotions Schedule

Due Date	Activity	Responsibility
September 2022	Teaching Dossiers due for review by the Teaching Effectiveness Committee (TEC) Preliminary DPC Recommendations submitted to UTDRO	Candidate
Mid-September 2022	Teaching Effectiveness Committee (TEC) review Teaching Dossiers and provide a letter of support	TEC Committee
Mid-November 2022	DPC Meeting #3 - Review of final dossier and letters of reference. Final DPC recommendations submitted to UTDRO Chair and Candidates.	DPC
Mid-December 2022	Deadline for submission of final edits to dossier to UTDRO	Candidate
January 16 2023	Deadline for submission of final promotion dossier to the Decanal Promotion Committee (DecPC)	UTDRO
Mid Feb 2023	DecPC reviews dossiers and informs Dean of recommendations	DecPC
March/April 2023	Deans recommendations for promotion submitted for Provostial review	Dean
July 1, 2023	Approved promotions are effective	Dean



# Next Steps

- Review The Temerty Faculty of Medicine Promotions Manual

[https://temertymedicine.utoronto.ca/sites/default/files/inline-files/Manual\\_for\\_Academic\\_Promotion\\_to\\_AssociateProfessor\\_and\\_Professor\\_September2021.pdf](https://temertymedicine.utoronto.ca/sites/default/files/inline-files/Manual_for_Academic_Promotion_to_AssociateProfessor_and_Professor_September2021.pdf)

- Review the UTDRO Website

<https://radonc.utoronto.ca/senior-promotions>

- Submit to Eileen and Meghan by May 24<sup>th</sup>

- Coverletter

- CV (use this template)

[https://temertymedicine.utoronto.ca/sites/default/files/WEBCV%20CV%20Template-1\\_revised\\_Dec2015\\_version2.rtf](https://temertymedicine.utoronto.ca/sites/default/files/WEBCV%20CV%20Template-1_revised_Dec2015_version2.rtf)

- Expression of Interest





# Expression of Interest



## EXPRESSION OF INTEREST

### Senior Promotions (Associate and Full Professor)

The UTDRO Departmental Promotions Committee (DPC) reviews all expressions of interest and all eligible faculty members in July of each year. Candidates who are recommended to proceed for promotion by the DPC will be asked to submit a full dossier.

- a) Attach your updated CV with this completed document. Template at [Faculty of Medicine CV Template](#)
- b) Academic Promotions Manual [Faculty of Medicine Academic Promotions Manual 2021](#)
- c) Applications for promotion to Full Professor reviewed for demonstrated International impact, promotion to Associate Professor reviewed for demonstrated National impact.

GENERAL INFORMATION			
Last Name:		First Name:	
Current Academic Rank:		Date of Last Promotion:	
Planned Basis for Promotion			Office Address
<input type="checkbox"/>	Research		Hospital
<input type="checkbox"/>	Creative Professional Activity (CPA)		Street
<input type="checkbox"/>	Teaching and Education		City, Province, Postal Code
			Email

GRANT FUNDING SINCE LAST PROMOTION			
Peer-Reviewed		Non Peer-Reviewed (Industry, Clinical Trials)	
# Grants as PI/Co-PI		# Grants as PI/Co-PI	
Total \$ Grants as PI/Co-PI		Total \$ Grants as PI/ Co-PI	
# Grants as Co-I		# Grants as Co-I	
Total \$ Grants as Co-I		Total \$ Grants as Co-I	
<b>Total \$ of all Grants Awarded</b>		<b>Total \$ of all Grants Awarded</b>	

PUBLICATIONS SINCE LAST PROMOTION			
Peer-Reviewed		Non Peer-Reviewed	
# Senior Responsible Author		# Senior Responsible Author	
# Principal/Co-Principal Author		# Principal/Co-Principal Author	
# Co-Author		# Co-Author	
Total # of All Publications		h-index	
		Web of Science or Scopus Access via <a href="#">UoT Library</a> <a href="https://perstein.library.utoronto.ca/">https://perstein.library.utoronto.ca/</a>	

INTERNATIONAL, NATIONAL, PROVINCIAL, AND LOCAL IMPACT			
Invited Lectures and Presentations		Administrative Activities	
# International		# International	
# National		# National	
# Provincial/Regional		# Provincial/Regional	
# Local		# Local	

BRIEF SUMMARY OF YOUR SCHOLARLY CONTRIBUTIONS SINCE YOUR LAST PROMOTION
<i>Clearly describe your 1. RESEARCH STATEMENT 2. TEACHING PHILOSOPHY and 3. CREATIVE PROFESSIONAL ACTIVITY STATEMENT. This should describe your main academic achievements and impact since your last promotion (max 1 page)</i>

# Take home messages



- UTDRO DPC is here to help you achieve deserving academic promotion in accordance with the policies of the University of Toronto
- To get started, **please read the Manual for Academic Promotion!**
- If the DPC does not feel you are ready, you will be provided specific feedback and guidance
  - DPC members have experience on the Decanal committee and want all UTDRO candidates to be successful
  - Promotion process is very resource intensive
- Fast tracking only in exceptional circumstances
- Candidate Statements and dossiers should be of reasonable length (typically 3-10 pages) to highlight your scholarly contributions and impact