

DEPARTMENT OF MEDICINE PROMOTION WORKSHOP

Senior Promotion 101

November 2016



To Be Covered Today

- Senior Promotions
 - Assistant to Associate Professor
 - Associate to Full Professor

It's all in the

Manual for Academic Promotion (revised 2016)

And online at:

<http://www.deptmedicine.utoronto.ca/senior-promotion>



Overview

- Promotion criteria
- Documentation (Web CV update)
- Who does what?
- Timeline (deadlines)



Promotion Criteria

SCHOLARSHIP with IMPACT in...

Associate Prof = National; Full Prof = International

Research (*any type*) *and/or* **Creative Professional Activity**

+

Teaching Effectiveness

Excellent or Competent

(must be at least competent)

For each:

Excellent, Competent
or Not Applicable -
excellent on ≥ 1

OR

SUSTAINED EXCELLENCE IN TEACHING

(no expectation of national or international reputation)

For each criterion, how do you rank relative to your 'peers'



Medicine

UNIVERSITY OF TORONTO

From the date (year) of last
promotion or initial
appointment....



Your Reputation is KEY!

| | ASSOCIATE PROFESSOR Required Impact | FULL PROFESSOR Required Impact |
|---|--|--|
| Scholarship (Research and/or CPA) | NATIONAL | INTERNATIONAL |
| Sustained Excellence in Teaching (<i>NO possibility of CPA or Research competence</i>) | LOCAL / REGIONAL RECOMMEND WAIVER OF EXTERNAL REVIEW APPLY FOR WAIVER | EXTERNAL EVALUATION SHOULD BE WAIVED APPLY FOR WAIVER |

*Based on the evidence, the candidate's research has been deemed as **excellent**.*



Research

Creative Professional Activities

Teaching Effectiveness

Sustained Excellence in Teaching

Administrative Service

CRITERION REVIEW



Research (*any type*)

- **IMPORTANCE & IMPACT**
 - New information has resulted in new techniques/methods, novel approaches, new questions/concepts, etc.
- **Dissemination of Findings**
 - Publications
 - **Invited research presentations** (national, international)
 - Local rounds are NOT invited presentations
 - Presentations of accepted abstracts
 - CME and lay presentations



Documentation - Research

- Curriculum Vitae
 - Professional affiliations and activities
 - Looking for leadership roles nationally & internationally
 - Research statement (1-2 pages)
 - Funding – peer review, non peer-review
 - Patents
 - Publications
 - *Invited Presentations & Special Lectures (national & international)*
 - *If related CPA, please include CPA statement as well*

See <http://www.deptmedicine.utoronto.ca/required-documentation>.



Publications

- Proof read carefully
 - Ensure publications under correct headings
 - Original research vs Reviews/Editorials/Reports
- Include journal impact factor
- Calculate your h-index (career, since last promotion)
- Note widely cited papers & papers accompanied by editorials
- Document your role on each publication as per Promotions Handbook
- Include PMID for ALL publications



PMID in Publications using WebCV

- PMID field does not print - it allows uploading of publication data from PubMed
- AFTER the data is uploaded & BEFORE clicking 'save', add the PMID to the "**Rest of citation**" on the publication input page



Publications – documenting your role

- **Senior Responsible Author (SRA)** **generally last author**
 - Initiates & obtains study funding
 - Establishes setting in which the project is conducted
 - Plays major role in analysis and manuscript preparation
 - Is the Corresponding Author for publication of the manuscript
- **Principal* Author (PA)** **generally first author**
 - Carries out the research, data analysis, manuscript preparation (e.g. trainee)
- **Co-principal Author (Co-PA)**
 - Has role in experimental design & conducting the research, analysis of data & manuscript preparation
 - Project would be compromised seriously without the Co-PA
- **Collaborator (COLL) or Co-Author (CA)**
 - Contributes experimental material, assays, patients, existing data (e.g. registry or database) to the study, but no major conceptual role



Research (*any type*)

- Grant Funding (\$\$, prestigious agency, appropriate to type of research)
 - Contribution & independence if large team (or working with former supervisor, or industry sponsored etc.) e.g. role in design, conduct, analysis, publication?

SOME TYPES OF RESEARCH REQUIRE LITTLE FUNDING - EXPLAIN

- Participation, leadership & mentorship in the research community
 - Editorial boards, Grant review panels, Task Forces, Advisory Panels, etc.



Research, continued

- Supervision of trainees (especially CS faculty)
 - Numbers
 - Levels – GRADUATE appt and supervision of Master's and PhD trainees
 - **Trainees' success (awards)**
 - Senior author publications with trainees

Important with respect to national and international reputation



Questions about Research?



Creative Professional Activities (CPA) include...

- Contributions to the *Development* of Professional Practices
 - *Leadership* in profession or professional societies, associations, or organizations *that influences* standards / effectiveness of discipline (not simply admin role)

**CPA does NOT need to be described
under the three headings**

- Professional *Innovation* & Creative Excellence
 - Inventions, new techniques, conceptual innovations, educational programs (all target audiences)



CPA, continued

- CPA should have a *thematic connection*
 - e.g., faculty member focused on “addressing low value care” related to Choosing Wisely:
 - List a publication describing a project on this theme
 - Invited presentations in other provinces
 - Membership on a national committee for his/her specialty related to Choosing Wisely
 - Teaching on the topic

Tell your story - not everything is necessarily relevant



Demonstrating CPA Impact

- In your CV:
 - Awards and honours
 - Invited presentations
 - Invitations to consult/advise (e.g., with a quality improvement project or educational curriculum at another institution)
 - Appointment to decision making bodies, advisory committees, or task forces related to the focus of one's CPA
- Uptake of your innovations elsewhere
 - Ask users to provide testimonial – *may solicit and include in appendix*



Demonstration of CPA Impact

NOTE:

Healthcare funded/delivered provincially - scholarly activities focused on impacting quality of care may require concentration at the provincial level, e.g., working with the MOHLTC, than with national bodies

BUT

...decanal committee will be looking for impact nationally or internationally (i.e., dissemination of provincial work to other sites)



Documentation specific to CPA

- CPA Weblinks
 - Objective evidence for the above can be shown by adding weblinks of presentations, handbooks, web tools, journal articles, conference agendas or speaking engagements directly under the corresponding Web CV entry
- Appendix: 5 pgs max.
 - Might include a colleague letter from another University indicating how they have used your innovation locally

<http://www.deptmedicine.utoronto.ca/required-documentation>



Questions about CPA?



Teaching & Education

- EVERYONE must have demonstrated *teaching effectiveness* (i.e. be competent or excellent)
- Formal and informal teaching
- Multiple levels (appropriate to academic position description)
 - CT – presence in UGME + PGME
 - CQI – involvement in QI teaching
 - CI/CS - graduate education, post-doctoral training
 - CE - faculty development, patient/public education



Demonstrating Teaching Effectiveness

- *Quantity*
 - Summary table – ensure you meet expectations for your position description re hours, levels, formal and informal teaching)
- *Quality*
 - Teaching evaluations (scores, *comments*)
 - Student testimonials
 - *Students' achievements*; comments on referee letters
 - Comparison with peers
- Evidence of educational scholarship / leadership
 - not required for competence



Sustained Excellence in Teaching

- Academic achievement in *teaching alone, sustained over many years (~ 10 years)*
 - Outstanding teacher
 - Teaching awards (received and nominations)
 - Leadership or innovation in education/teaching
 - Consistently high evaluations / comments



Documentation of Teaching and Education

- In your CV:
 - Teaching Philosophy/Statement
 - Administrative activities related to teaching/education by level – nature of activity, candidate’s role/responsibility
 - Honours & awards
 - CPA / Research related to Teaching/Education
 - Participation in conferences, Royal College committees, etc.
 - Invitations to consult/advise re education
- From Web CV
 - Teaching Data Summary table (page 44 Handbook)
- Teaching evaluations (POWER & MEDSIS)



Teaching Evaluations

- POWER & Clerkship evaluations will be obtained by DoM and sent to you, PIC
- Pre-clerkship evaluations and any evaluations from non U of T activities must be obtained by YOU
- Carefully review ALL evaluations for “red flags”
 - Appeal if appropriate
 - Reflect regardless in teaching philosophy
 - Everyone must demonstrate teaching competence



Summary of teaching activities (internal use)

Template - short summary of your teaching activities

For the last (years since last promotion) years, in a typical year, I attend for (number) weeks on the (service), with supervision of (specialty) trainees and (additional specialty) trainees. I see patients in clinic for (time period) per week, and on average have a (level) trainee with me for (number) of these clinics each week.

Each year, I deliver (number) lectures per year to pre-clerkship students, and (number) hours of seminars to clinical clerks. I serve as a clerkship preceptor for (number) students each year on their (subspecialty) rotation.

I deliver (hours) of continuing education lectures each year, on average.



Questions about Teaching & Education?



Promotion Candidates 2016 (n=44)

Associate Prof n=29 / Full Prof n=15

| Job Description | Research | Research & Related CPA | CPA | CPA & Related Research | Sustained Excellence in Teaching |
|-----------------|----------|------------------------|-----------|------------------------|----------------------------------|
| CT (10) | | | 7* | | 3 |
| CE (4) | | | 1 | | 2/1 |
| CQI (3) | | | 2/1 | | |
| CI (13) | 3/2 | 1/2 | 1/2* | 1/1 | |
| CS (13) | 5/3 | 2/2 | | 1 | |
| RS (1) | 1 | | | | |
| Total | 8/6 (14) | 3/4 (7) | 11/3 (14) | 2/1 (3) | 5/1 (6) |

* 1 CI, 2 CT Teaching/CPA



Administrative Service

- Administrative or committee work within the University and to external agencies that furthers the scholarly and educational goals of the University *is expected*
 - You need to have contributed beyond your local hospital in activities that do NOT necessarily advance your career, e.g. REB, CIHR grant review panels, Royal College examiner
- Not on its own sufficient for promotion, but level of service should be “at or above that of your peers”
- Administrative activities that relate to your academic focus are NOT admin service, e.g. chairing scientific conference, should be discussed in dossier under CPA or Research



Questions about Administrative Service?



Fast Tracking to Full Professor

- < 6 years from Assoc Prof promotion
- Requires a clear international reputation and body of original work since last promotion
- Researchers – expected to have graduate appointment and to be supervising (have supervised) Master's and PhD trainees
- Administrative service to the University – is the contribution of the candidate at least on par with their peers?
- Does NOT work for SET....only those who can demonstrate excellence in CPA and/or Research



Candidate's Statement

- What have you done?
 - *Succinct, simple language*
- Why is it important?
 - *Don't assume they know*
- What impact has it had?
 - *Provide hard evidence*

Examples available on departmental website:

<http://www.deptmedicine.utoronto.ca/required-documentation#CandidateStatement>



Career Interruptions

- Explain blips in productivity, teaching quality or quantity
 - e.g. due to illness, family stresses, pregnancy /childbirth /adoption, injuries, etc.



Web CV – Key Points

- Publications
 - Contribution very important:
 - Principal Author, Co-Principal Author, Senior Responsible Author, Collaborator/Co-Author
 - ‘Published’ or ‘In Press’ separate from ‘Submitted’
 - Include PMID for all papers published
 - *Do not* included papers/work “in preparation”
 - Peer-Review & Non Peer-Review separate
 - Abstracts – cull if published
 - Books/Book chapters separate



What do you say about yourself through your CV?

- Are you organized and attentive to detail?
 - Typos, publications not up to date or authors listed differently from pubmed citation, etc.
- Are you a finisher or just in it for the fame?
 - The right balance of presentations to publications
- Are you arrogant or hiding your lack of success?
 - Absence of padding (e.g. papers in preparation, non-review activities)



Referee Letters

- Solicited by the DoM NOT by you!



External Referees

- *At least THREE letters required – submit min. 6-8 names*
 - They do NOT need to know you....
- What we expect from them
 - Establishes your reputation nationally or internationally
 - Help to frame value add of your work (why is what you do important?)
 - Would you be promoted to Associate/Full Professor at their University
- Eligibility
 - At arm's length - no collaboration in the past 5 years
 - Senior experts in your field (can attest to your accomplishments and reputation)
 - **At or above the rank you aspire to**
 - **If going forward to Full Professor it is expected that your external referees be international**



External Referees

- Referees should NOT be former supervisors or mentors even if you haven't published with them in the past five years
- Suggestions for finding eligible referees
 - Speak with DDD and local experts in your field
 - Conduct *PubMed* search
 - Ask your international colleagues for names



Waiver of External Review

- Should be sought when the promotion will be based on *Sustained Excellence in Teaching*
- Submit Letter of Request & Full CV to:

The Dean,

c/o Dr Gillian Hawker, Chair of Medicine

Example letter: <http://www.deptmedicine.utoronto.ca/required-documentation#WaiverExt>

If ANY chance that CPA will be included,
obtain external letters



Internal Referees (stay tuned)

- *At least THREE letters required – submit min. 6 names*
- What we expect from them
 - Corroborate your reputation, eligibility for promotion
- Eligibility
 - Faculty in DoM or other U of T departments, e.g., Surgery
 - ***NOT IN YOUR UNIVERSITY DIVISION OR HOSPITAL***
 - NOT close colleagues, collaborators, teachers, mentors, supervisors, friends
 - NOT members of the DoM promotion committee
 - No collaboration in the past 5 years



Student Testimonials

- EIGHT names required from you
 - Current and former trainees *since your last promotion*
 - Ideally across multiple levels
 - Attest to your attributes as an effective teacher, educational scholar and mentor



Negative Comments from Trainees

Persistent trainee criticisms **especially as it relates to your professionalism** will be taken into account.

You should address this in your teaching philosophy narrative explaining why this may have been the case, what you have done to improve or rectify this issue. You can also appeal to POWER to have such comments removed if not felt to be justified

If there are issues that are confusing/unclear discuss with your promotional mentor, or with the UofT Department of Medicine Promotion Officer



What must I prepare?

<http://www.deptmedicine.utoronto.ca/required-documentation>



| Document | Excellence or Competence in: | | Competence in Teaching | Sustained Excellence in Teaching |
|--|------------------------------|-----|------------------------|--|
| | Research | CPA | | |
| Candidate Form | X | X | X | X |
| CV | X | X | X | X |
| Candidate's Statement | X | X | X | X |
| Lists of Referees (external, internal, students) | X | X | X | Internal, students + Waiver of external review |
| Summary of Teaching Activities | X | X | X | X |
| Within Web CV... | | | | |
| Teaching statement | X | X | X | X |
| CPA statement | ? | X | | ? |
| Research statement | X | ? | | |
| Administrative service | X | X | X | X |



Produced from WebCV

| Document | Excellence or Competence in: | | Competence in Teaching | Sustained Excellence in Teaching |
|--------------------------------|------------------------------|-----|------------------------|----------------------------------|
| | Research | CPA | | |
| Most Significant Publications | X | X | X | X |
| Data Summary Sheets (research) | | | | If relevant X X |
| Awards (grants) | X | X | | |
| Supervision | X | X | | |
| Peer-review publications | X | X | | X |
| Data Summary Sheet (teaching) | | | | |
| Teaching & Education report | X | X | X | X |

Do NOT produce a CPA report



Promotion Documentation

Documents should record information from the date of your last promotion to now (January of the year you were last promoted).

-exception: your CV is your entire career

Submit all documents to your hospital/PIC administrator

- .pdf only
- File naming - Use an **Underscore** as the separator within the File Name. YOUR LASTNAME_YOUR FIRSTNAME_DOCUMENT NAME(TYPE)

Examples:

Brown_George_CV

Brown_George_CV SummaryTable_Publications

Brown_George_TER

Brown_George_CandidatesStatement

<http://www.deptmedicine.utoronto.ca/required-documentation>



Senior Promotion Process

- Hospital promotions review committee
 - Feedback, revision of materials, submission to department
 - Department of Medicine promotions review committee
 - 3 meetings October-November
 - 2 independent reviewers – discuss – consensus recommendation OR requires revision and re-review at third meeting
 - Meeting 3 – recommendation to Chair (candidate may appeal decision)
 - Chair letter to Dean and final promotion documents submitted by first week of January
 - Decanal Committee
 - Independent review by 2 reviewers (not medicine) January-March
 - Letter to Chair re providing additional justification Feb (no news is good news) to present to committee in person in March
 - Final recommendation given to Dean
 - Dean reviews and makes recommendation for/against promotion to Provost – promotions effective July 1 2017
-



What is MY ROLE?

- **Web CV perfecto!**
- Prepare and edit your documents & submit on time to your hospital administrator!!
- Provide referees (but do NOT contact them):
 - EXTERNAL REFEREES – 6 names
 - INTERNAL REFEREES - 6 names
 - STUDENTS for TESTIMONIALS - 8 names



Where can I get help?

- DoM Website: <http://www.deptmedicine.utoronto.ca/senior-promotion>
- FoM Handbook: <http://www.deptmedicine.utoronto.ca/sites/default/files/2016%20Academic%20Promotions%20Manual.pdf>
- Hospital
 - Department Promotions Administrator
 - Hospital Promotion Mentor (should be assigned to you)
- University DoM
 - University DoM Promotions Administrator: Lilian Belknap
dom.srpromotion@utoronto.ca



Where can I get help?

| Department Promotion Committee Administrators | | |
|---|-----------------|--|
| HOSPITAL | NAME | CONTACT INFO |
| Baycrest | Vicki Corris | 416-785-2500 ext. 2073 vcorris@baycrest.org |
| MSH-UHN-TRI | Mena Suh | 416-340-4479 Mena.Suh@uhn.ca |
| SHSC | Denise Campbell | 416-480-6100 ext. 2007 Denise.Campbell@sunnybrook.ca |
| SMH | Julia Stratta | 416-864-5810 StrattaJ@smh.ca |
| WCH | Monica Khalil | 416.323.7722 Monica.khalil@wchospital.ca |

| University Department Promotion Committee Administrator | |
|---|---|
| NAME | CONTACT INFO |
| Lilian Belknap | 416-978-6834 dom.srpromotion@utoronto.ca |



Hospital Promotions Mentors

| HOSPITAL | AREA OF EXPERTISE | NAMES | |
|-------------|---------------------------------------|--|---|
| Baycrest | CPA / Research / Teaching / Education | Gary Naglie | |
| MSH-UHN-TRI | Teaching/CPA in Education Advisor | Robert Silver | |
| | CPA Advisor | Stephen Lapinsky | |
| | Research Advisor | Pamela Goodwin | |
| SHSC | Teaching/CPA in Education Advisor | Anita Rachlis | |
| | CPA Advisor | Maureen Trudeau | |
| | Research Advisor | Don Redelmeier | |
| SMH | Teaching/CPA in Education Advisors | Larry Leiter Sharon Straus Bernadette Garvey Marc Goldstein | Shaun Goodman Tony Graham Bob Hyland Robert Josse Stephen Hwang |
| | CPA Advisors | Tony Graham Bob Hyland | Stephen Hwang |
| | Research Advisors | Sharon Straus Bernadette Garvey Marc Goldstein | Robert Josse Shaun Goodman Richard Gilbert Stephen Hwang |
| WCH | Hospital Promotion Mentor | Paula Harvey | |
| | Teaching/CPA in Education Advisor | Catherine Kelly | |
| | CPA Advisor | Anna Day | |
| | Research Advisor | Paula Rochon | |



Timeline and Deadlines:

- Promotions Timeline:

<http://www.deptmedicine.utoronto.ca/promotion-process>

- Submission Deadlines: Contact your Hospital Promotions Administrator! Deadlines vary by hospital and are earlier than those listed on the DoM website.

- DoM Deadlines:

<http://www.deptmedicine.utoronto.ca/submission-deadlines-0>



Thanks!

Questions?

