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# DEPARTMENT OF MEDICINE SENIOR PROMOTIONS WORKSHOP

2023



# TIMELINE FOR 2024-2025

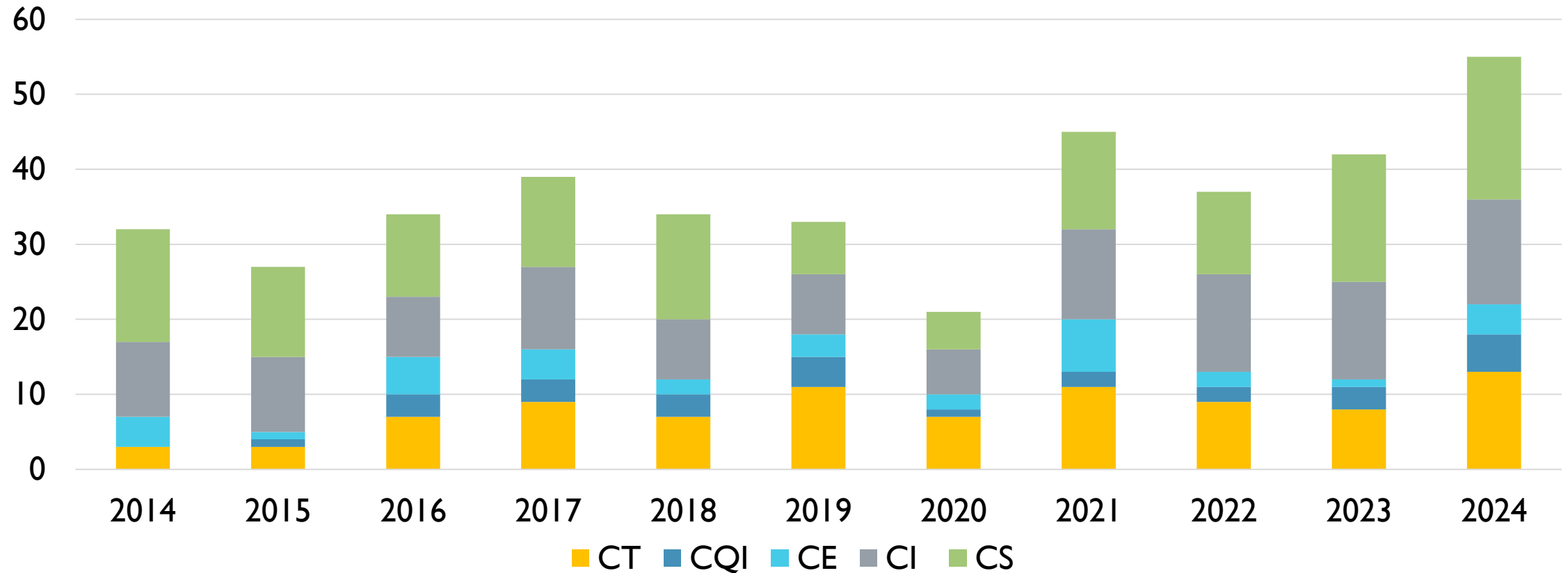
Date	Tasks
NOW (Dec)	<ul style="list-style-type: none"> <li>Hospitals provide list of candidates – workshops</li> </ul>
Feb 12, 2024	<ul style="list-style-type: none"> <li>All candidates – list of students for testimonials</li> <li>Research/CPA – list of <math>\geq 6</math> external referees</li> <li>SET – list of 6 internal reviewers; waiver of external review</li> </ul>
April 1, 2024	<ul style="list-style-type: none"> <li>All – CV, Candidate Statement, most sig pubs, teaching summary, TER, TES</li> <li>Research – H-index, Data sheets (Awards, supervision, pubs.)</li> <li>CPA – Dossier</li> <li>Optional – colleague letters</li> </ul>
Aug 2, 2024	<p>PIC and DDD reporting letters Cross-appointed Dept chair letters</p>
Oct-Nov 2024	<p>Feedback to candidates from DoM Senior Promotions Committee (~ one month to update materials) Recommendations to Chair from DoM SPC</p>
January 2025	<p>Chair submits recommendation letters &amp; dossiers for Decanal Committee review</p>

<https://deptmedicine.utoronto.ca/submission-deadlines>

# SENIOR PROMOTION PROCESS

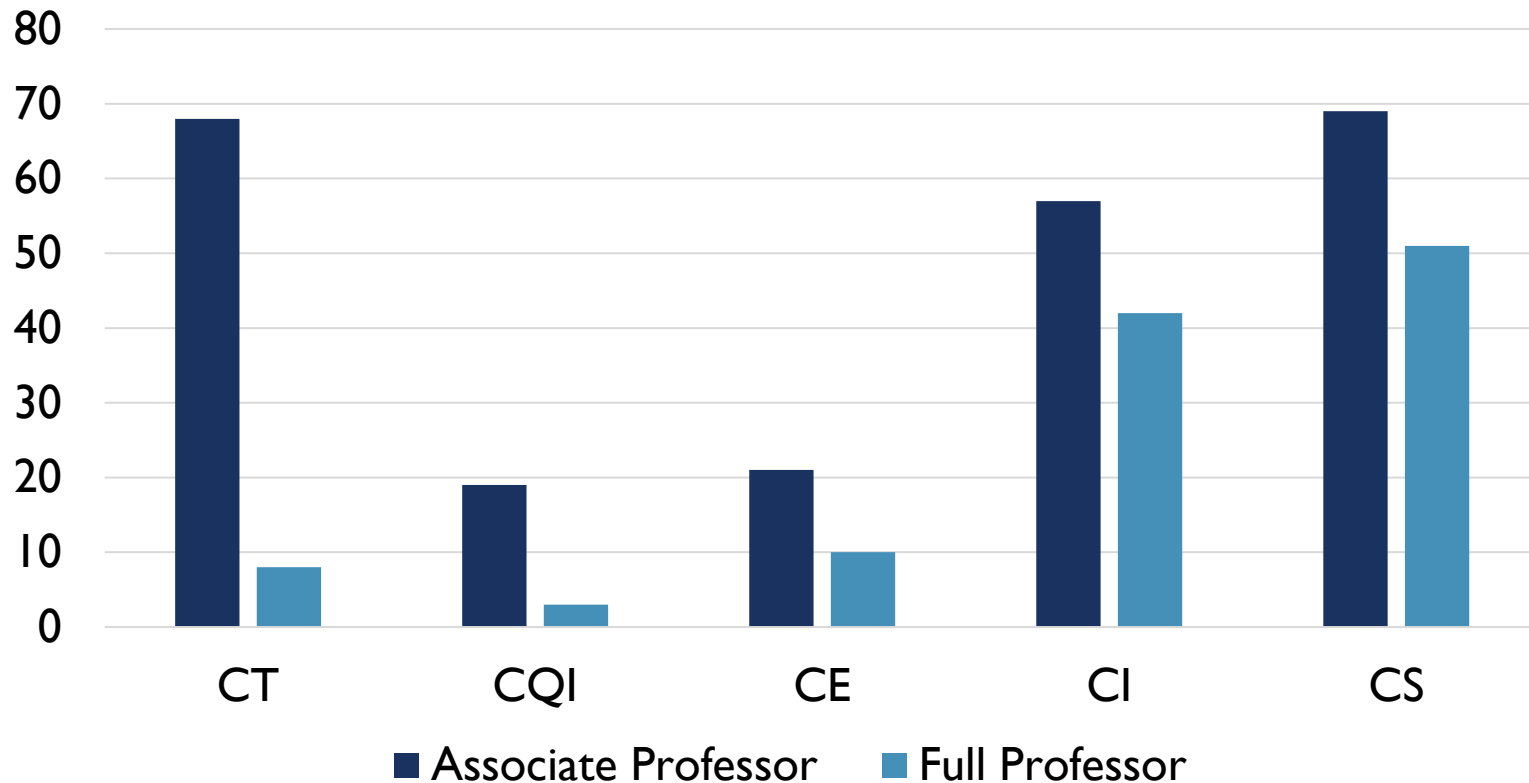
- **Department of Medicine Promotions Review Committee**
  - 3 meetings September-November
  - 2 independent reviewers – discuss – consensus recommendation
    - **You may be asked to modify your documents OR clarify details to improve likelihood of success**
  - Meeting 3 – recommendation to Chair (candidate 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 & makes recommendation for/against promotion effective July 1

# DISTRIBUTION OF SENIOR PROMOTION CANDIDATES BY POSITION DESCRIPTION AND YEAR (N=399)



# SENIOR PROMOTIONS 2014-2023 (N=357)

## Position Description



Median years to promotion: 8

CT: 10

CQI: 7

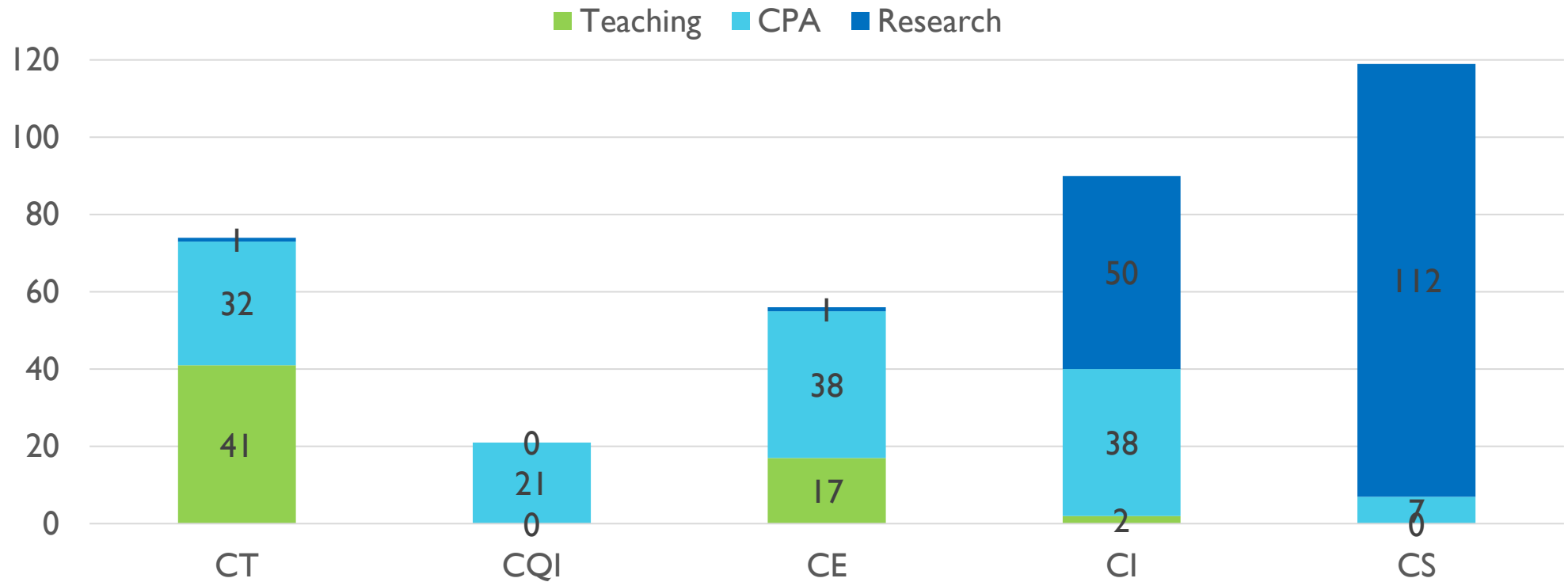
CE: 8

CI: 8

CS: 7

MINIMUM : 5-7 years

# PRIMARY CRITERION FOR SENIOR PROMOTION BY POSITION DESCRIPTION (N=343)



# NON-MODIFIABLE BARRIERS TO PROMOTION

- Lack of consistent support for promotion from external/internal referees
- Lack of demonstration of teaching effectiveness (if going for promotion on Research or CPA)
- Unprofessional behaviour
- Incomplete dossier

# TO BE COVERED TODAY

- Criteria for Promotion
- Writing your candidate's statement
- Preparing your CV (Web CV)
- Identifying referees
- Timeline (deadlines)

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

Temerty  
Medicine

Temerty Faculty of Medicine

**Manual for Academic Promotion  
To Associate Professor and Professor**

September 2023

NOTE: This manual is not intended to be used for:

- the process of applying for tenure at the University of Toronto
- the process of applying for continuing status, teaching stream appointments to the Temerty Faculty of Medicine
- transfer of rank on appointment from another academic institution
- promotion of clinical (MD) faculty from Lecturer to Assistant Professor

 TEMERTY FACULTY OF MEDICINE  
UNIVERSITY OF TORONTO



Senior Promotion | Department of Medicine

deptmedicine.utoronto.ca/senior-promotion

Letters of Reference

Submission Deadlines

Promotion Committees

Promotion Resources

Master Teacher Program

Clinical Faculty Advocate

Clinician Teachers

Faculty Development >

Competency Based Medical Education >

Professionalism/Code of Conduct

WebCV >

must show evidence of competence

Please note: Long-term service

[The Promotion Process](#)

[Promotion Criteria](#)

[Required Documentation: The](#)

[Letters of Reference](#)

[Deadlines for Submission](#)

[Promotion Resources](#)

**Resources from the Department of Medicine**

Video from Are You Ready for Promotion? Workshop, July 2023  
Slideshow Are You Ready For Promotion Workshop, July 2023  
Slides Promotion Workshop Dec 2022  
Slides Teaching Effectiveness for Research/CPA candidates Jan. 2022  
Slides from Documenting Sustained Excellence in Teaching Jan. 2022  
Slides from WebCV Workshop Jan. 2022  
Senior Promotion FAQs

**Resources from Temerty Faculty of Medicine**

Manual for Academic Promotion  
Faculty of Medicine Appointments and Promotions Website  
Procedures Manual for Policy for Clinical Faculty  
Policy for Clinical Faculty

**CPA Documentation:**

How to Describe your CPA  
CPA on WebCV

**Administrative Links:**

Laserfiche Read-Only Portal  
Sharefile

<https://deptmedicine.utoronto.ca/senior-promotion>

<https://deptmedicine.utoronto.ca/webcv>

# PROMOTION CRITERIA: EXCELLENCE IN $\geq$ 1 OF THE FOLLOWING:



Research



Creative Professional  
Activity



Teaching (sustained  
excellence in teaching)

- + demonstrated **competence** as a teacher (if excellent in research or CPA)
- + **administrative service** to the University (citizenship)

# CREATIVE PROFESSIONAL ACTIVITIES

- **Activities that advance professional practice**
  - 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)
  - Exemplary Professional Practice
    - Practice has been *recognized by peers* as exemplary AND been *emulated or otherwise impacted practice*
  - Professional *Innovation* & Creative Excellence
    - Inventions, new techniques, conceptual innovations, educational programs (all target audiences)

# HOW IS EXCELLENCE DEFINED?

## Research & CPA

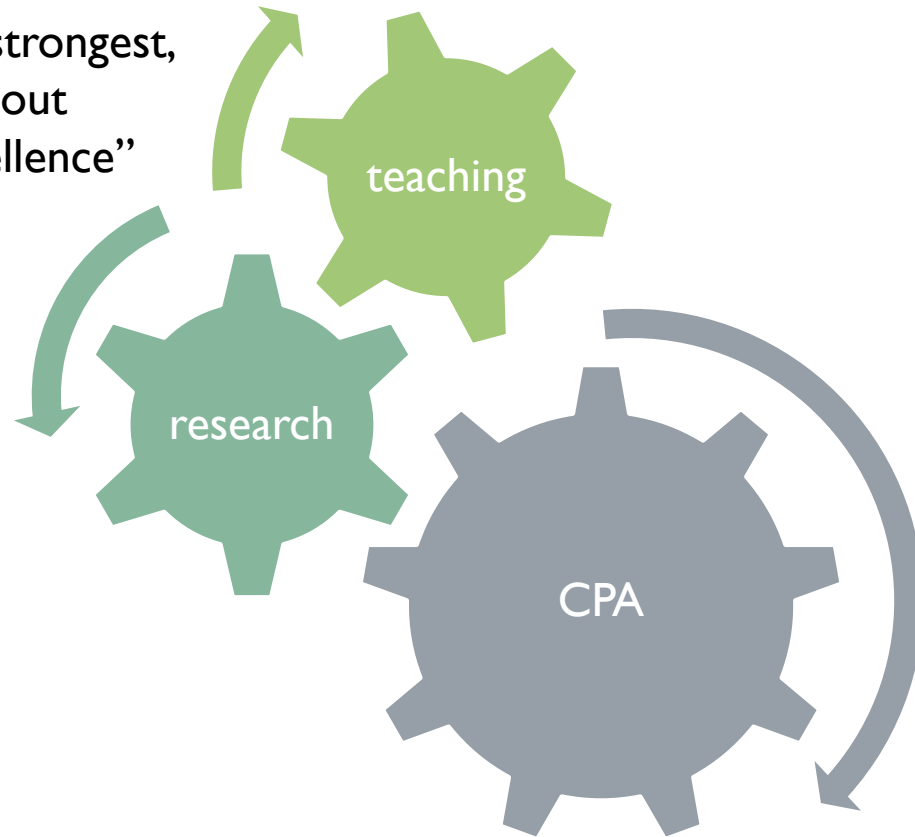
- Evidence of a national (Associate Prof) or international (Full Prof) reputation for scholarly contributions
  - Scholarly productivity & impact
  - Invited presentations
  - Leadership roles nationally/internationally
  - External referee letters

## Teaching & Education

- Evidence of sustained high-quality teaching
  - Teaching awards & honours
  - Student testimonials
  - TES scores & comments mostly at or above “average”
  - Internal referee letters

# THERE IS USUALLY OVERLAP

Pink the ONE where you're strongest, which means where you without doubt meet criteria for "excellence" as per TFOM



## Median time to promotion

**Sustained Excellence in Teaching** N= 61  
10 years (IQR 8-13)\*

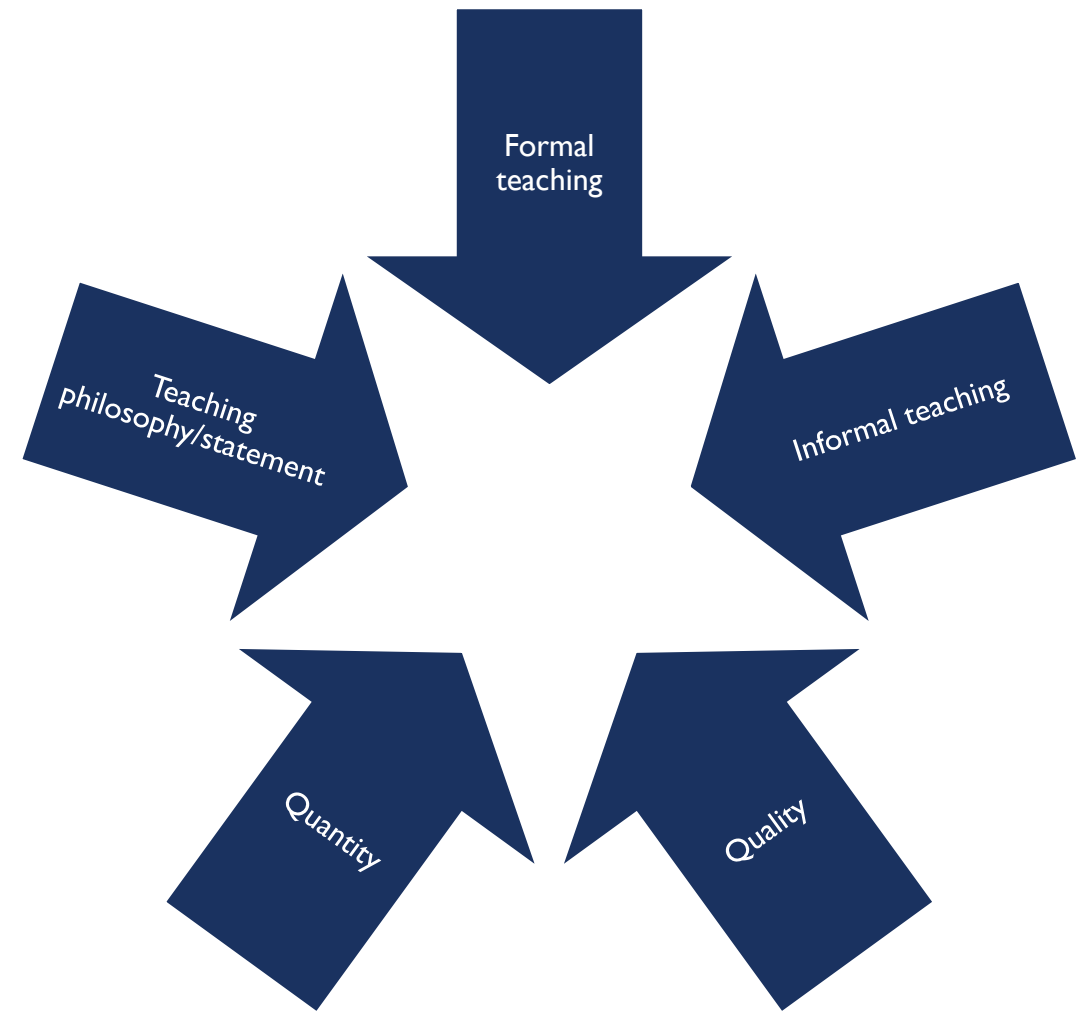
**Creative Professional Activities** N=114  
8 years (IQR 6-11)

**Research** n=168  
7 years (IQR 6-9)

\* Have promoted based on SET as early as 6 years from last promotion.

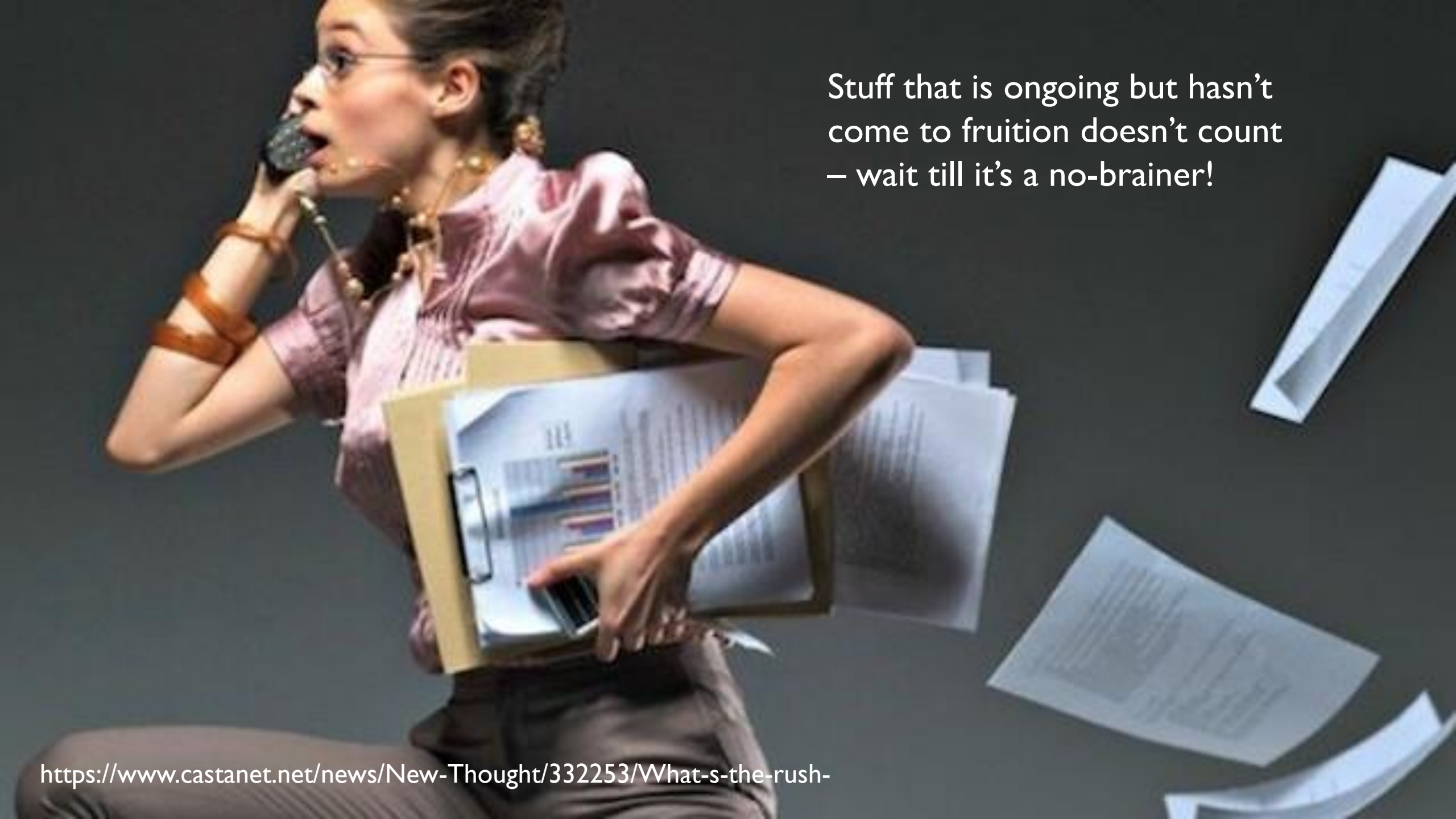
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**EVERYONE**  
**MUST**  
**DEMONSTRATE**  
**AT LEAST**  
**COMPETENCE IN**  
**TEACHING**



# ADMINISTRATIVE SERVICE

- What you've done to be a good citizen, e.g., REB committee, CIHR grant panel, Royal College Examiner, formal mentorship
- Not on its own sufficient for promotion
- NOT the activities that benefit your career advancement e.g., chairing scientific conference (these should be in CPA or Research)

A woman in a pink short-sleeved shirt and dark pants is running towards the left. She is wearing glasses and has her hair pulled back. She is holding a mobile phone to her ear with her right hand and a clipboard with papers in her left hand. Several sheets of paper are flying through the air around her, suggesting a sense of urgency or a rush. The background is a dark, solid color.

Stuff that is ongoing but hasn't  
come to fruition doesn't count  
– wait till it's a no-brainer!





# THE CANDIDATE STATEMENT

SENIOR PROMOTION WORKSHOP

# CANDIDATE STATEMENT (3 PAGES MAX)



## Handbook

- Brief academic career history

## What we recommend

Who are you?

How did you get here?

***On what basis are you seeking senior promotion?***

# CANDIDATE STATEMENT



Handbook	What we recommend
<ul style="list-style-type: none"><li data-bbox="104 496 736 539">■ Brief academic career history</li></ul>	<p data-bbox="896 496 1174 539">Who are you?</p> <p data-bbox="896 554 1340 596">How did you get here?</p> <p data-bbox="896 611 1926 654"><b><i>On what basis are you seeking senior promotion?</i></b></p>
<ul style="list-style-type: none"><li data-bbox="104 689 843 789">■ Career progress since YEAR of last promotion</li></ul>	<p data-bbox="896 689 2028 732">What is the focus of your scholarly activities (big picture)?</p> <p data-bbox="896 746 2262 846">What specifically have you focused on since last promotion (1-3 things ONLY)</p>

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# CANDIDATE STATEMENT



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<ul style="list-style-type: none"><li data-bbox="104 1293 843 1339">■ Administrative Service (citizenship)</li></ul>	<p data-bbox="901 1293 2155 1396">How have you given back to your community – hospital, division, university, society, etc.?</p>

# CANDIDATE STATEMENT



**Simple, succinct lay language**

*Not writing to physicians*



**Ensure your role in the work is clear**



**Provide hard evidence of impact**

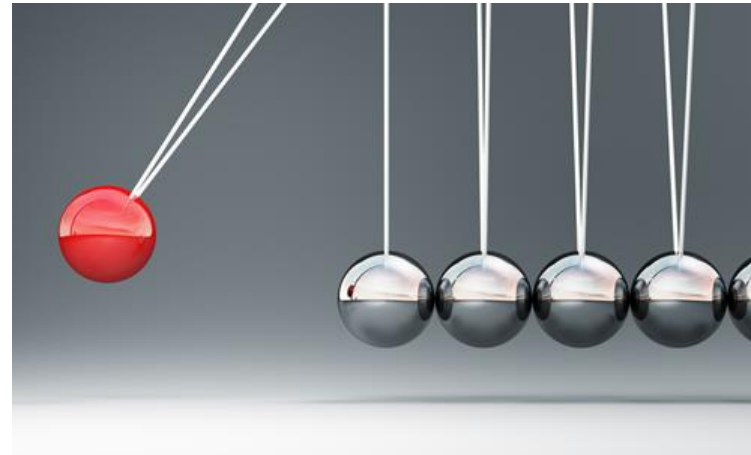


**Provide hard evidence of your reputation (national or international)**



# WHAT IS YOUR IMPACT?

- Impact means that your work has *improved thinking/research, care or education in some tangible way*
- Often requires demonstration of *leadership* (you made it happen)
- Work recognized as exemplary by peers or emulated by others



## EVIDENCE OF YOUR REPUTATION

- Appointment to decision making bodies / advisory committees / guidelines committees
- Invitations to speak (keynotes, MGR)
- Capacity building in a clinical area
- Invitations to consult to government, WHO, etc. (health policies)
- QI/educational innovation adopted elsewhere
- Leadership roles in professional organizations / leading guidelines development
- Awards & honours

See the  
handbook for  
full list







# TELLING YOUR STORY

DR. ED ETCHELLS, STORY-TELLER EXTRAORDINAIRE (FORMER DECANAL PROMOTIONS COMMITTEE)



What's your  
story?





# PLATFORMS FOR PROMOTION



Teaching



CPA



Research

# PLATFORMS FOR PROMOTION

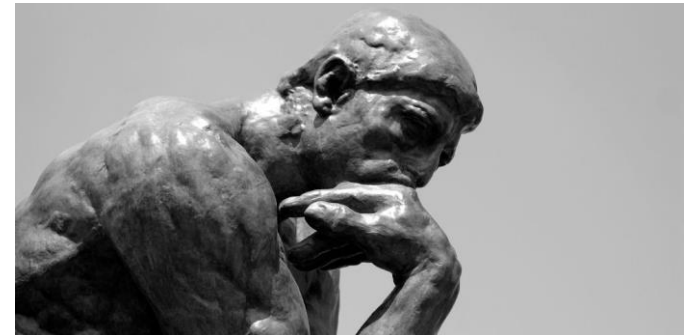


## Teaching

- Candidate statement
- CV
- Teaching & Education Report (from CV)
- Teaching Evaluations
- Internal Referees
- Student Testimonials

# TEACHING STATEMENT (PHILOSOPHY)

- Create an authentic, coherent story of who you are as a teacher
  - What teaching do you do?
  - What guides how you teach, e.g., aims, values, beliefs about teaching?
  - Contextual factors that affect or modify your approach (e.g., audience, discipline, purpose)?
  - Have you changed your approach over time and, if so, based on what feedback?



# TEACHING AND EDUCATION REPORT

- Introduction and Teaching Statement
- Teaching Landmarks: from WebCV
  - Education/teaching awards
  - Innovations and developments in T&E
  - Leadership & administrative service in education
- Breakdown of TEACHING ACTIVITIES
  - Academic year (most recent year first)
  - Learner level
    - Multi-level, undergrad, post-grad, graduate, CE, patients/lay, etc.
  - Type of teaching
    - Seminars, lectures, clinical supervision, innovations/development, admin service, presentations, etc.

# DO NOT INCLUDE



Schedules of rounds with  
your name on it



Emails/messages confirming  
times/dates of talks



Copies of talks,  
presentations, papers



# TEACHING EVALUATIONS



POWER & Clerkship evaluations will be obtained by DoM and sent to you, your PIC/Chief & DDD



Pre-clerkship (MEDSIS) evaluations & any evaluations from non-U of T activities must be obtained by YOU  
*If you have a lot of internal evaluations, you don't need to go searching for extra*



## **Review your evaluations**

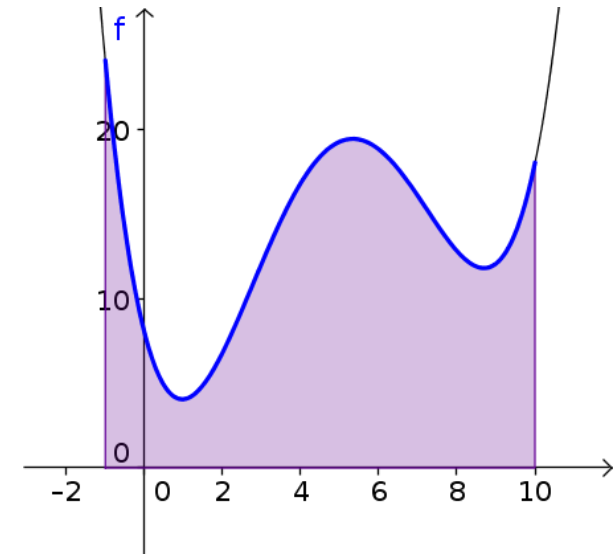
Don't sweat "one offs"

Appeal if A RETALIATORY negative comment

Reflect on *seriously* negative comments, if any, & repeated negative comments, if any, in your teaching statement

# TEACHING QUALITY

- Teaching evaluations (Power, MEDSIS, CME, MyTE\*)
  - Excellence = scores at or above peers on average
  - Positive comments
- Recognition for teaching
  - Nominations & awards
- Student testimonials



**Area Under the Curve**

\*The free web app is <https://myte.org/>

# WAIVER OF EXTERNAL REVIEW

- Should be sought when the promotion will be based on *Sustained Excellence in Teaching*
- Submitted by PIC office to The Dean, c/o Dr Gillian Hawker, Chair of Medicine

# INTERNAL REFEREES

- *At least THREE letters required – submit min. 6 names*
- What we expect from them
  - Corroborate your eligibility for promotion
- Eligibility
  - Faculty in DoM or other U of T departments, e.g., Surgery
  - **Not in your university division & ideally not in your hospital**
  - NOT close colleagues, collaborators, teachers, mentors, supervisors, friends
  - NOT members of the DoM promotion or Decanal committees
  - 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

# MORE HELP TO COME...

- **January 2024 (TBD)**
  - Teaching Effectiveness (for CPA/Research candidates)
  - Documenting Sustained Excellence in Teaching



**Dr. Lori Albert**  
**Chair, Teaching Effectiveness Committee (TEC), DOM Senior Promotion Committee**

# PLATFORMS FOR PROMOTION

- Candidate statement
- Research / CPA Statements
- CV
- Top five papers
- CPA dossier: If Excellence
- External Referees
- Teaching documents



CPA



Research

## RESEARCH, CPA & TEACHING STATEMENTS

- ~1/2 page each in **Web CV**
- Includes *full career not just since last promotion/initial appointment*



## RESEARCH FUNDING

- Peer-review separate from non-peer-review and industry

2016 - 2019      **Co-Investigator.** Using Knowledge Translation Theory to Inform the Development of Interventions to Improve management of Early Osteoarthritis. **Canadian Institutes of Health Research (CIHR).** PI: Mackay, CJ. 156,667 CAD.

I was the primary supervisor for CJ MacKay on this project, which comprised her post-doctoral work.



Added AFTER exporting WebCV

# TEAM-WORK

- Provide details re your contribution & independence if large team (or working with former supervisor, or industry sponsored etc.) e.g., role in design, conduct, analysis, publication
  - What was your contribution to the work?



# PUBLICATIONS

- **Follow the format in Handbook**
- Document your role on *each publication*
- Proofread carefully
  - Ensure publications under correct headings
  - Make sure the numbers provided in CV, statements, etc. are the same!

## What does the online journal say?

Describing oneself as “co-senior-responsible author” or “co-principal author” when the publication does not indicate this

# H INDEX

- Web of Science
- SCOPUS

~~Google Scholar~~

## TOP FIVE PAPERS

- Should be recent (**within time-period of promotion... calendar year**)
- Senior author, first author – YOUR original contribution
  - *Don't pick a paper based on the journal if it is not work you were critical for...*
- You can update .... Big paper under review gets accepted

# PRESENTATIONS & SPECIAL LECTURES

- Invited lectures vs *presentations of accepted abstracts*
- Presentation by a trainee directly supervised by the candidate

International meetings held in Toronto....

# CREATING A CPA DOSSIER







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Cover page

Introduction

Details on  
each CPA  
theme

The LONG version of your Candidate Statement!

## DETAILED PRESENTATION OF EACH CPA THEME

- Brief outline of the CPA
- Importance of the achievements in this CPA theme (impact)

Make sure you have fully completed the CPA Checklist (Appendix 5 of Handbook) for each CPA theme

Ensure consistency of Candidate Statement & CPA Dossier

- Documentation to support your role & the impact of the work

Go through Web CV and identify everything related to the CPA theme & since the last promotion – identify as CPA – CPA report

\*CPA categories (See CPA in Senior Promotion Handbook):

professional innovation; development of professional practice; & exemplary professional practice

## WHAT IS THE IMPORTANCE OF YOUR ACHIEVEMENTS IN THIS THEME (**IMPACT**)?



- From Appendix 5.0
- Senior Promotions Handbook

Description of CPA	Absent	Competent	Excellent	N/A
Clear career statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of a vision statement for the CPA that is related to applicant's position/appointment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear description of creative professional activity/activities, including the process or product(s) that contribute to academic enterprises (intervention programs, manuals, reports, policy documents, curriculum resource materials, film, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear goals for each CPA activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goals were based upon community/population identified needs/strengths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activities and/or processes were developed with community partners if applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Role of Applicant in CPA</b>				
Clear description and evidence of the applicant's role in CPA (Is applicant the leader of the CPA? Or part of a team? The applicant brought the vision or implemented the idea? What tasks were completed by the applicant and were they distinct from other faculty or participants?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact &amp; Significance</b>				
Quantitative and qualitative evaluation of program/activities occurred	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of significant impacts or change to community/population/policy/clinical practice to determine excellence in CPA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence that outcomes have led to improvements, new approaches or better understanding in service/quality of care/processes/policies/fundamentals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of adoption of approach or use of product by others (National/International)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-conflicted and colleague letters demonstrating impact at community/sector levels (National and International)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of sustained relationships/partnerships with community/organizations/populations (how will CPA be sustained?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Dissemination/Knowledge Translation</b>				
Multiple dissemination strategies applied (articles-peer-reviewed/non-peer-reviewed, rounds, novels, films, newsletters, journals, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dissemination to the scholarly/trainee/non-scholarly peer/lay community (evidence of dissemination)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# EXTERNAL REFEREES

- *At least THREE letters required – submit min. 6-8 names*
  - They do NOT need to know you....
  - We need names from you and separately from your PIC/DDD – share!
- 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

- **Carefully review for potential COI**
  - 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



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# PROMOTION COACHES





# PROMOTION COACHES

DON'T SWEAT IT.  
JUST KEEP  
ROLLING



[dom.srpromotion@utoronto.ca](mailto:dom.srpromotion@utoronto.ca)  
[martin.schreiber@unityhealth.ca](mailto:martin.schreiber@unityhealth.ca)  
[lucy.Osborne@utoronto.ca](mailto:lucy.Osborne@utoronto.ca)  
[lori.albert@uhn.ca](mailto:lori.albert@uhn.ca)  
[g.hawker@utoronto.ca](mailto:g.hawker@utoronto.ca)