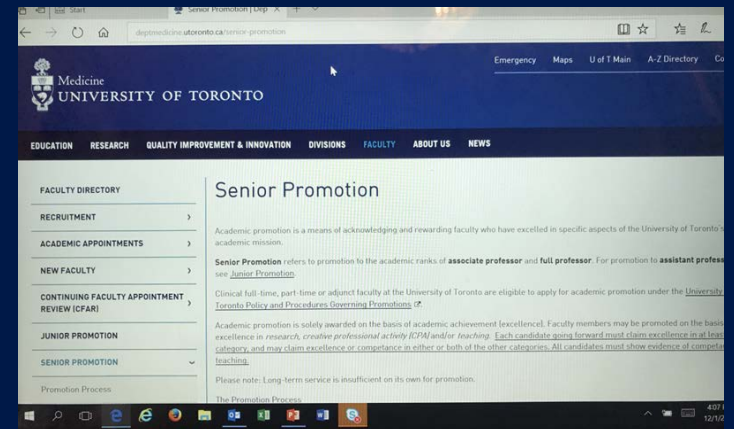


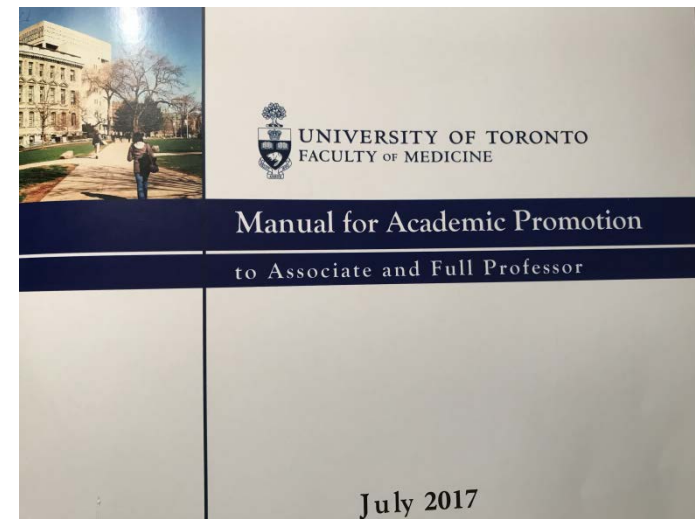
DEPARTMENT OF MEDICINE PROMOTION WORKSHOP

Senior Promotion 101
November 2017



To Be Covered Today

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



It's all in the
Manual for Academic Promotion (revised 2017)

And online at:

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



Senior Promotion Process

- Now
 - Hospital promotions process (select candidates)
- Jan 18
 - Hospitals submit promotion candidates' names to UofT DoM
- **Feb-Apr 18**
 - **COMPLETE & SUBMIT YOUR DOCUMENTS**
- Apr-June 18
 - Referee letters sought
- July-Aug 18
 - Reporting letters drafted
- Sept-Dec 18
 - DoM Promotions Committee
- Dec 18
 - Chair notifies candidates re decision to go forward



Senior Promotion Process

- Jan 19
 - Chair submits letter to decanal committee
- Mar 19
 - Chair may be asked to defend candidate
- Apr-May
 - Dean makes recommendations to Provost
- July 1
 - Promotion takes effect



Promotions Dossier Review

- 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*

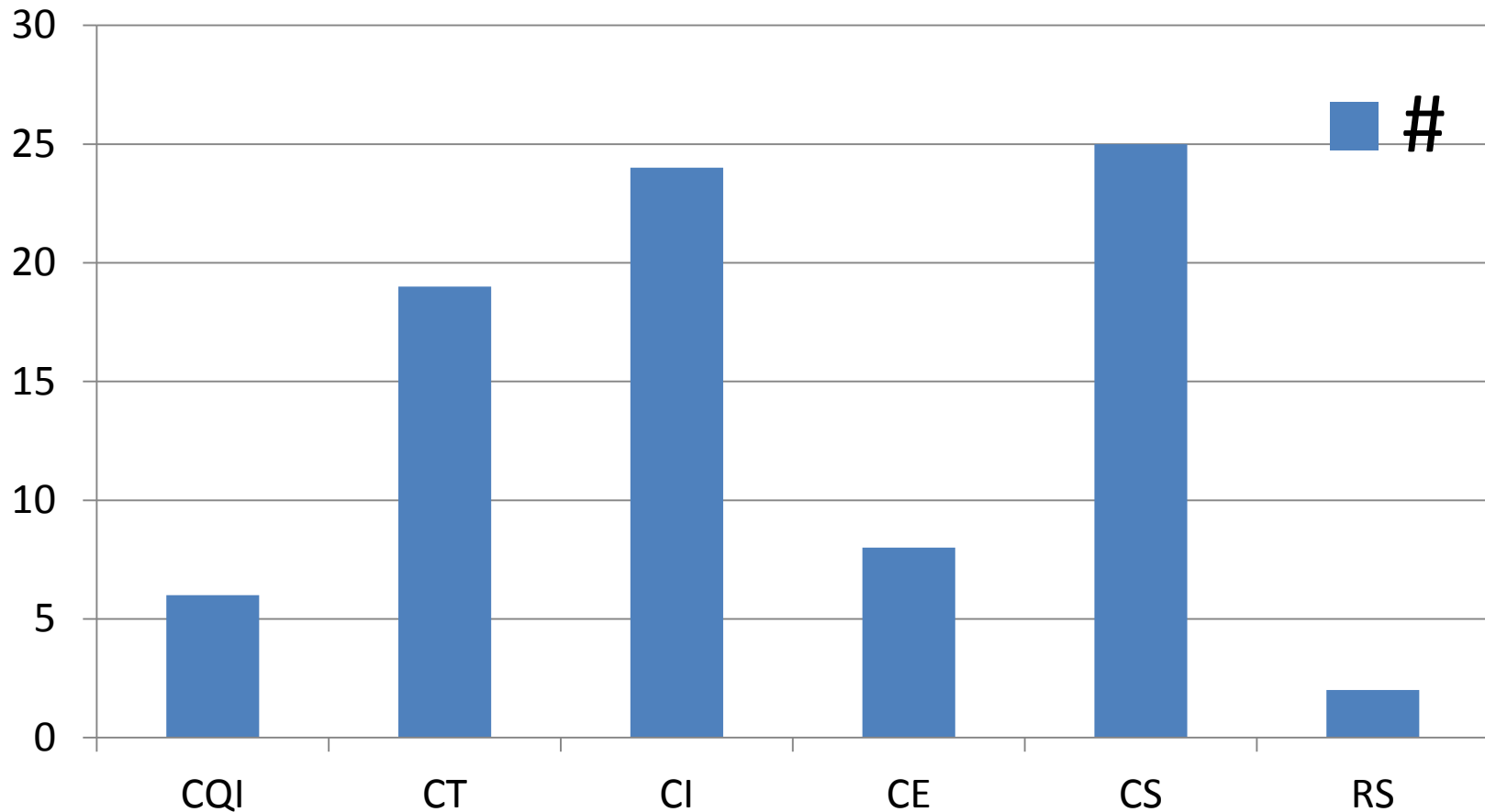


Our track record is excellent!

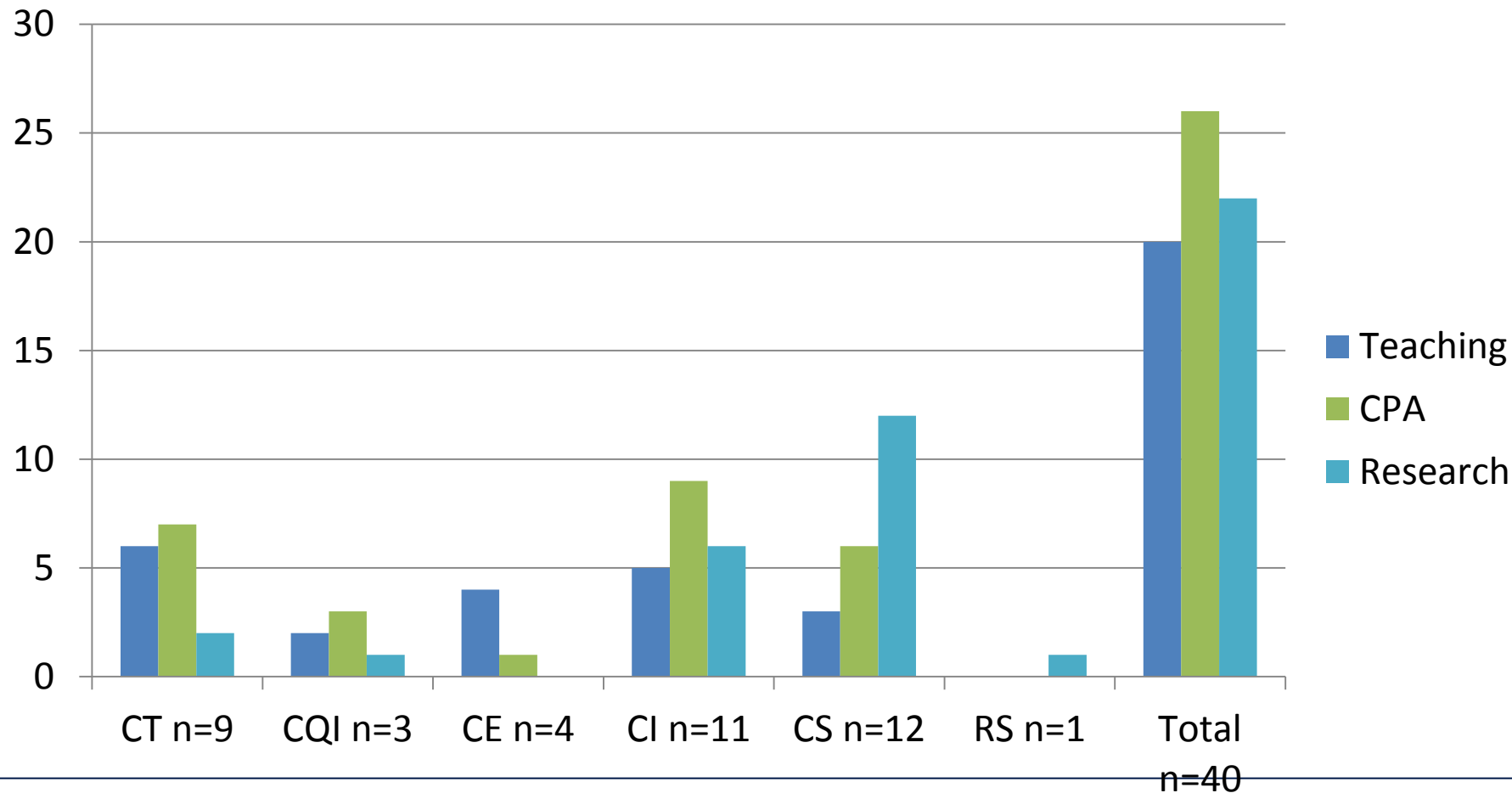


Senior Promotions 2016 & 2017

(n=84; ~ 90% success at DoM; 100% at Decanal)



Promotion Criteria (excellence) by Position description (n=40)



Years to Senior Promotion (by Rank)

- Median 9.0 years to Associate Prof (5-18)
- Median 7.0 years for Full Prof (5-17)





Criteria for Senior Promotion

DoM Promotions Workshop 2017



Promotion Criteria:

Excellence in at least ONE of:

Research
Creative Professional Activity

Excellence is defined based on demonstration of **national or international reputation** – **external referees** required

Teaching (sustained excellence in teaching)

Excellence based on teaching evaluations, honours & awards, student testimonials – **internal referees**; external referees waived

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



Research Excellence - Definition

- Advancement of knowledge through contributions of an *original nature* (new information from invention and/or application of new techniques, novel experimental approaches and/or the identification and formulation of new questions or concepts)
- Sustained / current productivity in research & research-related activities
- Communication of the advances (e.g., publications, reviews, lectures, symposia)
- Demonstrated impact on the field (e.g., changed understanding of mechanisms of disease, drug discovery, clinical care, health services delivery or health policy, or the social sciences and humanities as applied to health)



Research Excellence – Assessment

- Candidate's statement
 - Tells your story
 - Provides clear evidence of impact
- Curriculum Vitae (Research statement)
 - Productivity – publications, grants, invited presentations
 - Reputation (invited lectures, leadership roles, h-index)
- External referee letters
 - Confirms national / international reputation in your field



Excellence in CPA - Definition

- *Original* contributions that have *advanced* your profession (**wouldn't have happened without you**)
 - *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)



Excellence in CPA – Assessment

- Candidate's statement
 - Tells your story
 - Provides evidence of impact
 - Curriculum Vitae (CPA statement)
 - Reputation (invited lectures, leadership roles)
 - Dissemination – publications, reports, policy, curriculum, invited presentations
 - External referee letters
 - Confirms national / international reputation for your work
 - *Internal letters*
 - *Colleague letters*
- OPTIONAL:** May be helpful to demonstrate local, national, international impact & clarify your role in the work



Sustained Excellence in Teaching – Definition

- Academic achievement in *teaching alone, sustained over many years (~ 10 years)*
 - Outstanding teacher
 - Teaching awards (received and nominations)
 - Consistently high evaluations / comments
 - Power & MEDSIS
 - CME
 - Student testimonials



Sustained Excellence in Teaching - Assessment

- Curriculum vitae (teaching philosophy)
- *Teaching reports*
 - *Quantity and duration of teaching*
 - *Quality of teaching: TES scores (POWER, MEDSIS, CME if available) + comments*
- *Student testimonials*
 - *Teaching excellence (multiple learner levels)*
- Internal referees – agree promotion warranted
- *External referee letters may be waived*

**SET is *not achieved* through teaching
competence + excellence in education
scholarship (that is CPA)**



Everyone must demonstrate at least competence in teaching

- Teaching philosophy in CV
- Quality & quantity of teaching appropriate to APD
- TES (POWER, MEDSIS, other)
- Student testimonials



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*
- 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





Preparing Your Documents

DoM Promotions Workshop 2017



Step One:

Establish where you have demonstrated excellence...

- Research
- CPA
- Sustained Excellence in Teaching

You can be excellent in more than one area....but
you **MUST** be excellent in at least one!

competence + competence ≠ excellence



What is Your Reputation?

Associate Professor

- National reputation in your field

Full Professor

- International reputation in your field

CONSIDER:

What would the leaders in your field nationally and internationally say about your contributions to research/CPA?



Review Your Teaching Evaluations!!!

- POWER & Clerkship evaluations will be obtained by DoM and sent to you, your PIC/Chief, your DDD
- **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 on negative comments, if any, in your teaching philosophy / statement



Step Two:

Write your Candidate's Statement

- The Candidate's Statement is your roadmap. You must be clear on your roadmap...then ensure your CV supports your achievements

Edward Etchells & Brian Wong



Candidate's Statement (2-3 pages)

- What do you do?
 - *Succinct, simple language*
- Why is it important?
 - *Don't assume they know*
- What have you accomplished?
 - Researchers – include h-index
- What **impact** have you had?
 - *Provide hard evidence of your reputation in the field*

**Focus is on activities
since last promotion!!**

Examples available on departmental website:

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



Think broadly about impact

- Impact is more than peer-reviewed publications and grants
- Impact means patients receive better care because of your contributions...*even if may be a long way off!*
- This is no time to be modest. This is your chance to say what you've done.



Career Interruptions

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



Writing your Candidate's Statement

- You will need a few writing sessions until you are satisfied
 - Set aside three 30 minute sessions over one week to get it right
 - Show it to your trusted mentors, hospital division head, promotion mentors
 - Show it to a non-medical person who knows nothing about your work
-



Let's practice...



CV Statements

Brief summaries of your:

- Research
 - CPA
- } Should align with Candidate's Statement but are relevant to your entire career
- Teaching Philosophy
 - Required by *all* promotion candidates



Step Three: Update your WEB CV

- Focus on time frame from year of last promotion / initial appointment, although whole CV will be submitted
- DO NOT expect someone other than you to do this!



Updating & Editing Your CV (WEB CV)

Section B: Biographical Information

- Education, Employment, Appointments
 - Honours (Career Awards) – received; nominations
 - Professional Affiliations & Activities
 - Grant review & panels*
 - Journal review*
 - Abstract review*
 - **Professional appointments**
 - Membership / Chair of task forces, guidelines committees, government committees, societies
 - University committees*
 - Hospital committees*
- * Administrative service



Updating & Editing Your CV (WEB CV)

Section C: Research Funding

- Research statement ($\approx \frac{1}{2}$ - $\frac{3}{4}$ page – if relevant)
- Grants, contracts & clinical trials
 - Peer-reviewed – funded, under review
 - Non-peer reviewed – funded, under review
- Salary support & other funding
 - Personal Salary Support



Documentation of Grants

- Role on grant: *Principal Investigator (Co-PI, Co-Investigator, Collaborator)*
- Title of grant: Which Patients Are Most Likely To Benefit From Total Joint Arthroplasty and What Do They Need to Know? (MOP 15468)
- Funding agency & duration of funding: CIHR (2009-2012)
- Amount of funding: \$409,767
- List of investigators: GA.Hawker (PI), Co-Investigators: EM. Badley, CM. Borkhoff, R.Croxford, AM.Davis, S.Dunn, MAM.Gignac, HJ.Kreder, JE.Sale.



Some types of research require
little funding

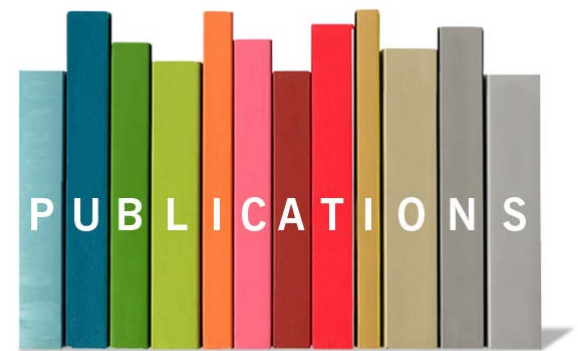
Candidate Statement



Updating & Editing Your CV (WEB CV)

Section D: Publications

- Peer-review publications – published / in press
 - Journal articles
 - Book chapters
 - Editorials
 - Letters to the Editor
 - Etc.
- Non peer-review publications
- Submitted publications
 - Do not list papers ‘in preparation’
- *Published Abstracts (ok to cull...)*



Publications – documenting your role

- Document your role on *each publication* as per *Promotions Handbook*
 - 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



Publications

- **Proof read carefully**
- AFTER the data is uploaded & BEFORE clicking 'save', add the **PMID** to the "**Rest of citation**" on the publication input page
- Calculate your **h-index** (career + since last promotion)



Team Work

- Research is a team sport....
- However, for promotion you must have a reputation in your OWN right
- For each grant, publication where you are Co-X, clearly state your independent intellectual contribution to the work



Could the research have happened without you? If not, why not?



Additions to your CV after exporting...

- You may note any of the following:
 - Journal Impact Factors
 - Widely cited papers
 - Papers accompanied by editorials
 - Trainee publications where the trainee won an award
 - Role on a publication or grant
 - Etc...



Updating & Editing Your CV (WEB CV)

Section F: Presentations & Special Lectures

- Presented at Meetings and Symposia*
- **Invited Lectures****
 - Local
 - Provincial/Regional
 - **National**
 - **International**
- Rounds
- CME presentations
- Lay presentations

* Demonstration of national/international reputation

** Demonstrates dissemination / spread



Updating & Editing Your CV (WEB CV)

Section G: Teaching & Design

- **Teaching Philosophy (Statement)**
 - Reflect on any negative teaching evaluations/comments
- Innovations & development in teaching & education
 - Undergraduate
 - Undergraduate MD
 - Postgraduate MD
 - Graduate



Updating & Editing Your CV (WEB CV)

Section G: Teaching & Design

- Research Supervision
 - **Primary supervisor or Co-supervision**
 - By learner level (UG, UGME, PGME, Graduate)
 - For each student: name, program/degree, thesis topic, year, **trainee awards**
 - Other supervision (thesis committees, etc.)
 - Examinations (Chair, Internal examiner, External examiner)



Updating & Editing Your CV (WEB CV)

Section H: Creative Professional Activities

- CPA statement ($\approx \frac{1}{2}$ - $\frac{3}{4}$ page – if relevant)
- Do not duplicate information already included
 - Refer to the appropriate section earlier
- Documenting your CPA
 - Objective evidence for CPA can be shown by adding web-links of presentations, handbooks, web tools, journal articles, conference agendas or speaking engagements directly *under the corresponding Web CV entry*

NO CPA REPORT is required





Step Four: Identify Referees

DoM Promotion Workshop 2017



Do not contact anyone
in advance!!!



Referee Letters: *external*

- At least THREE letters required – submit **6** names
 - They DO NOT need to know you....
 - Speak with DDD and local experts in your field
 - Conduct *PubMed* search
 - Ask your international colleagues for names
- Eligibility
 - At arm's length - no collaboration in the past 5 years, **not former supervisors/mentors**
 - 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, choose *international externals*
- 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?)



Waiver of External Review

- Should be sought when the promotion will be based on *Sustained Excellence in Teaching*
 - Speak with PIC, who will submit letter of request

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

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



Referee Letters: *internal (SET only)*

- *At least THREE letters required – submit 6 names*
 - Again, they don't need to know you
- 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
 - Trainees (current/former) *since your last promotion*
 - Ideally across multiple learner levels
 - Attest to your attributes as an effective teacher, educational scholar and mentor





Step Five: Any Additional Documentation?

DoM Promotion Workshop 2017



Appendix: 5 pgs. max.

- ONLY if you think your case has not already been made through other documents



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.



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 | | |
| 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... *except for your list of referees*
- 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>



What is YOUR ROLE?

- **Web CV perfecto!**
- Prepare and edit your documents & submit on time to your hospital administrator!!
 - Submission deadlines vary by hospital...find out yours!
- Provide referee list (do NOT contact them):
 - EXTERNAL REFEREES – 6 names } Also get names from PIC/DDD
 - INTERNAL REFEREES – *OPTIONAL except for SET*
 - STUDENTS for TESTIMONIALS - 8 names
- Promotions Timeline: <http://www.deptmedicine.utoronto.ca/promotion-process>
- DoM Deadlines: <http://www.deptmedicine.utoronto.ca/submission-deadlines-0>



It is your
responsibility to
ensure your
documents are
organized &
complete...



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 |
| Other | Speak to UofT DoM Promotion Coord. | Lilian Belknap 416-978-6834 dom.srpromotion@utoronto.ca |

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



