DEPARTMENT OF MEDICINE SENIOR PROMOTIONS WORKSHOP

2023
### TIMELINE FOR 2024-2025

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<th>Date</th>
<th>Tasks</th>
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<tr>
<td>NOW (Dec)</td>
<td>• Hospitals provide list of candidates – workshops</td>
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<td>Feb 12, 2024</td>
<td>• All candidates – list of students for testimonials</td>
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<td>• Research/CPA – list of ≥ 6 external referees</td>
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<td>• SET – list of 6 internal reviewers; waiver of external review</td>
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<td>April 1, 2024</td>
<td>• All – CV, Candidate Statement, most sig pubs, teaching summary, TER, TES</td>
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<td>• Research – H-index, Data sheets (Awards, supervision, pubs.)</td>
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<td>• CPA – Dossier</td>
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<td>• Optional – colleague letters</td>
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<td>PIC and DDD reporting letters</td>
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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)
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
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 from 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
PROMOTION CRITERIA:
EXCELLENCE IN ≥ 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.
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)
Stuff that is ongoing but hasn’t come to fruition doesn’t count – wait till it’s a no-brainer!

https://www.castanet.net/news/New-Thought/332253/What-s-the-rush-
THE CANDIDATE STATEMENT

SENIOR PROMOTION WORKSHOP
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Who did you get here?  
*On what basis are you seeking senior promotion?* |
| Career progress since YEAR of last promotion     | What is the focus of your scholarly activities (big picture)?  
What specifically have you focused on since last promotion (1-3 things ONLY) |
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<td>Key accomplishments in Research, CPA &amp; Teaching (where relevant)</td>
<td>For each area of focus: &lt;br&gt; • What have you completed/achieved? What was YOUR role? &lt;br&gt; • What did you learn / what were the outcomes of the work? &lt;br&gt; • Did you disseminate the findings? &lt;br&gt; • Has there been any impact? &lt;br&gt; • What evidence do you have of national/international recognition for the work?</td>
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<td>Administrative Service (citizenship)</td>
<td>How have you given back to your community – hospital, division, university, society, etc.?</td>
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CANDIDATE STATEMENT

Simple, succinct lay language
Ensure your role in the work is clear
Provide hard evidence of impact
Provide hard evidence of your reputation (national or international)

Not writing to physicians
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)
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
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 evaluations (Power, MEDSIS, CME, MyTE*)
- Excellence = scores at or above peers on average
- Positive comments
Recognition for teaching
- Nominations & awards
Student testimonials

*The free web app is [https://myte.org/](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
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
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
RESEARCH, CPA & TEACHING STATEMENTS

- ~1/2 page each in Web CV
- Includes full career not just since last promotion/initial appointment
- 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.
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?
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!
H INDEX

- Web of Science
- SCOPUS
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
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)
▪ Documentation to support your role & the impact of the work

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

Ensure consistency of Candidate Statement & CPA Dossier

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
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
DON'T SWEAT IT. JUST KEEP ROLLING

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