

HOW DO I BECOME AN ASSOCIATE OR FULL PROFESSOR?

Senior Promotion Workshop #1 • Tuesday January 30, 2024

Facilitated by:

Dr. Allyson Merbaum, DFCM Faculty Development Program Director

Marie Leverman, DFCM Academic Promotions Coordinator

Introduction by Dr. Jeff Kwong,
Departmental Promotions Committee (DPC) Chair



Family & Community Medicine
UNIVERSITY OF TORONTO

Promotion Pitfalls

Senior Promotion Workshop 1

January 30, 2024

Dr. Jeff Kwong
Chair, Senior Promotions Committee



Top 3 Promotion Pitfalls for family doctors

Not applying

- Family doctors are modest and self-effacing
- We do a lot...but are too busy to keep track
- It's important...but not urgent



All the Other Common Pitfalls

X CV not in the proper format

✓ Use the template

X CV inaccurate

✓ Enter correctly NOW (check old entries & dates)

X Not meeting the criteria

✓ Read the “Manual for Academic Promotion”



Pitfalls that lurk

X Crisis at work

- ✓ Avoid pandemics & similar

X Personal Crisis

- ✓ Defer promotion

X No help, no support

- ✓ Use resources. Reach out. “It takes a village.”



You.
Can.
Do.
It!



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Thank you!
Questions?



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GOALS OF THE WORKSHOP

Academic Promotions Coordinator



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OVERVIEW

- What is a senior promotion?
- Identifying the criteria, steps, timeline and process

COMPONENTS

- Overview and components of the (1) pre-application and (2) promotion dossier

GETTING STARTED

- Helping you organize your academic work
- Take home message and early do's and don'ts

WORKSHOP OVERVIEW

WORKSHOP 1

- Introduction to the criteria and timeline for senior promotion
- Broad overview of the process, including the (1) pre-application and (2) promotion dossier
- Next steps and take-home messages

WORKSHOP 2

- **Feb 27, 2024**
- Guest faculty advisors in attendance for breakout discussions
- Review of pre-application and scholarly activity in research/CPA/teaching & education
- Assist faculty with identifying 5 scholarly pieces of work

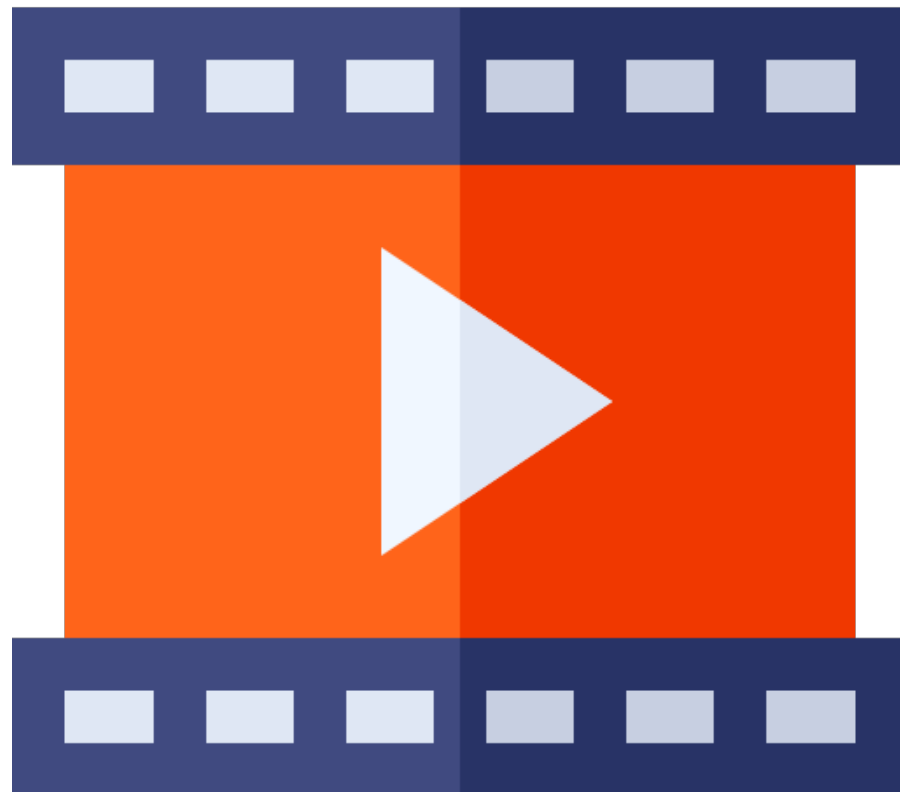
WORKSHOP 3

- **June 18, 2024**
- For candidates that have been “supported” to go forward
- Will review key components of the full senior promotion dossier:
 - Letter of application
 - Reflective statement
 - Identifying external reviewers



VIDEO SERIES

In addition to our workshops, we are also pleased to provide **three videos** of DFCM faculty addressing questions and providing advice on the process of becoming an Associate Professor or full Professor.



TOPICS:

1. What has a senior promotion meant to you?
2. Do you have any advice for others in preparing for a senior promotion?
3. Who has assisted you in the senior promotion process?

Please watch via our website:

<https://www.dfcm.utoronto.ca/senior-promotion>





WHAT IS A SENIOR PROMOTION?

Dr. Allyson Merbaum

Senior promotion refers to promotion to the academic ranks of **Associate Professor and full Professor**

Academic promotion in the Faculty of Medicine recognizes the notable achievements of faculty members in their discipline and contributions to the University of Toronto.

What is a Senior Promotion?



Promotion is not granted as a reward for long-term service, but rather to **recognize** those who have excelled in specific aspects of the academic mission.



WHY APPLY FOR A SENIOR PROMOTION?

- This is the University's way of recognizing your outstanding accomplishments
- To reflect on, and deepen your understanding of your own work and career
- To become a leader in your field
- To apply for roles and positions that require a higher rank
- To further the discipline of family medicine – it improves the DFCM's standing in the University and nationally
- Making your family proud!



CRITERIA FOR A SENIOR PROMOTION

Successful candidates for promotion are expected to have established a **wide** reputation in their field of interest, to be deeply engaged in **scholarly work**, and to show themselves to be an **effective teacher**.

WIDE REPUTATION IS DEFINED AS:

Associate Professor = **National**

Professor = **International**

This is demonstrated through accomplishments in Research and/or Creative Professional Activity (CPA), and Teaching & Education.

ALL candidates must demonstrate at least competency in teaching/education activity. This is a mandatory component in a promotion dossier.



READINESS FOR PROMOTION

Successful promotion is not based on longevity – it is based on merit.

However, it is expected that senior promotion candidates are eligible around **5 years or more** since their last date of promotion.

A request for promotion *sooner than 5 years* is considered an “accelerated promotion” and the dossier should clearly explain the rationale.



Your Site Chief/Division Head, DPC Chair Dr. Kwong, and the Promotions Committee will help you determine your readiness for promotion.



MAIN CRITERIA



You need to demonstrate “**excellence**” in **ONE** area, and “**competence**” in the other areas (or N/A if a field is truly not applicable):

1. Research
2. Creative Professional Activity (CPA)
3. Teaching & Education
4. **Administrative Service (cannot declare excellence)**



You must also provide **5 significant scholarly pieces of work** (since your last promotion).

The definition of “scholarly work” can be broad. Some examples:

- Publications, Curriculum design, CPA work, QI, government docs, guidelines, ed scholarship, etc.



CRITERIA:

1. Record of sustained and current productivity in research and research-related activities.
2. Research advances via publication of papers, reviews, books and other scholarly works.
3. The quality of the research will be judged in comparison to peers in the Faculty of Medicine and to others in the same field in peer institutions.
4. *If applicable* - activities to support Equity, Diversity, Inclusion, Indigeneity and Accessibility via research (EDIIA)

Research Funding:

If seeking promotion on the basis of excellence in research, the candidate should have a strong and continuing record of external funding commensurate with the type and area of research

Publications:

There must be a sustained record of scientific publications demonstrating that the research has led to a significant source of new information in the field



CRITERIA:

The Faculty of Medicine recognizes CPA under the following **3 broad sub-categories**:

1. Professional Innovation and Creative Excellence

- Must show an instrumental role in the development, introduction and dissemination of an invention, new technique, conceptual innovation or education program

2. Contributions to the Development of Professional Practice

- Must demonstrate leadership in professional organizations, government or regulatory agencies that has influenced standards and/or enhanced the effectiveness of the discipline (e.g. guideline development, health policy development)

3. Exemplary Professional Practice

- Must show that his or her practice is recognized as exemplary by peers and has been emulated or otherwise had an impact on practice



***NEW* IN CPA LAST YEAR:**

Equity, Diversity, Inclusion, Indigeneity, and Accessibility (EDIIA) Activities

A CPA dossier may also include or consist chiefly of EDIIA-related work. It must include:

- A clear description of activities associated with the EDI initiative(s)
- Role in the activities, steps taken or specific methodologies
- A clear plan for the work/vision
- Evidence to support any outcomes, impact, and progress to date

(It is recognized that EDI activities are often lengthy due to engaging with communities/decision-makers/using complex strategies to address systems. Therefore all goals/outcomes may not yet be achieved, but candidates can present anticipated outcomes/evaluation methods, etc)



DIVERSE EXAMPLES OF CPA

Manual pg. 25

- QI work (may be at the provincial level due to the nature of QI in Canada)
- Dissemination of educational innovations
- Development of guidelines, health policies, etc
- Evidence of leadership that has influenced standards
- Creation of media, e.g., websites, podcasts
- Scholarly publications, books, chapters
- Non peer-reviewed and lay publications
- Invitations, meetings, workshops, talks, interviews
- Knowledge transfer
- EDIIA activities (as previously outlined)
- Etc...



Candidates seeking promotion on the basis of excellence in teaching and education must demonstrate **excellent teaching skills (i.e. exemplary achievement) in a consistent manner.**

In addition, they must demonstrate excellence in some combination of the following:

- Successful innovations in the teaching domain
- Recognition through nomination or receipt of awards/honours
- Teaching evaluations above the acceptable dept standard
- Peer reviewed grants for scholarship of teaching and learning
- Contributions to the technological environment of teaching (i.e. new technology, new media)
- Acting as an active and engaged mentor to colleagues
- Delivering workshops, seminars or presentations on teaching and learning
- Etc...



Promotion SOLELY on the basis of “sustained excellence” in teaching:

A Waiver of External Review recognizes the fact that some faculty spend the majority of their time in clinical work and teaching rather than scholarship (research/CPA).

Candidates with a Waiver are NOT expected to be recognized nationally or internationally. Therefore, INTERNAL referee letters (not EXTERNAL) are solicited.

This Waiver option is not for candidates whose promotion includes research/CPA.

This path must be identified early in the process - ideally in your pre-application.



Sustained teaching = at least 10 years (8-9 years is considered with a strong case)

To establish **SUSTAINED EXCELLENCE** with a Waiver in teaching, there should be evidence of:

- Exemplary knowledge level and commitment to subject area (master teacher)
- Strong communication skills
- Longitudinal pattern of above average Teaching Evaluations
- Ability to stimulate/challenge capacity and development of students
- Mentoring and role modelling
- Being accessible to students
- Nomination or receipt of awards/honours
- Etc...



Administrative service in itself **cannot be the main criteria** for promotion.

Significant service contributions may include (but not limited to):

- Service to the department that goes beyond what is normally expected of a faculty member
- Service to the Temerty Faculty of Medicine or to the University (committee chair, developer of faculty or University policies or initiatives)
- Service to the professional, clinical or research discipline (president of national or international organizations, committee chair, conference organizer, policy development)
- Service to municipal, provincial or federal governments or non-government organizations



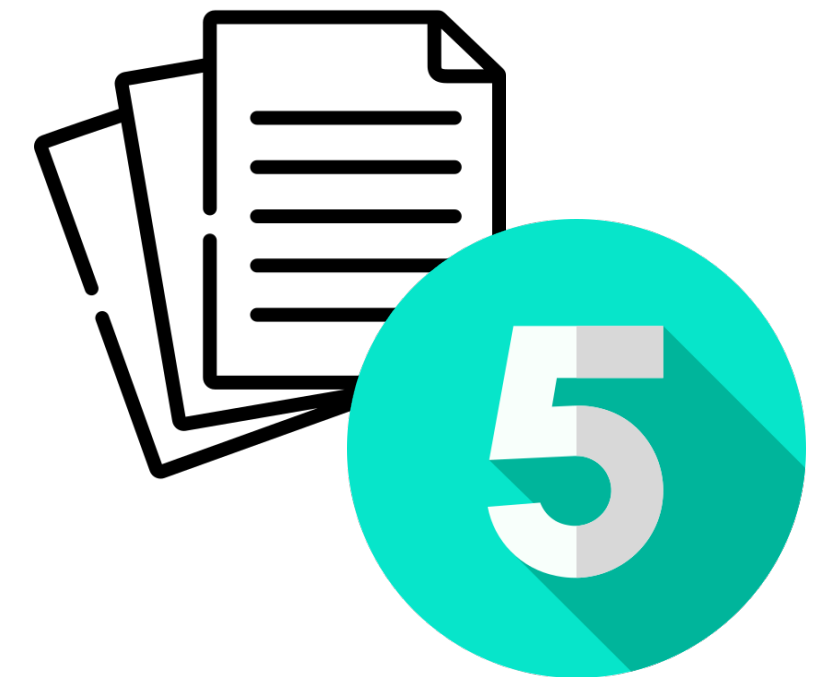
5 SCHOLARLY WORKS/PUBLICATIONS

Select your 5 most important scholarly works/publications since your last promotion.

You will need to clearly outline each work, your role, its significance and impact, and the evidence.

These can include a wide variety of “work”:

- Publications - peer reviewed journals
- Book/book chapters
- Government documents, reports
- Curriculum design document
- “Learning object” – e.g.. a teaching video, podcast, etc
- Websites (provide active URL)



QUESTIONS SO FAR?

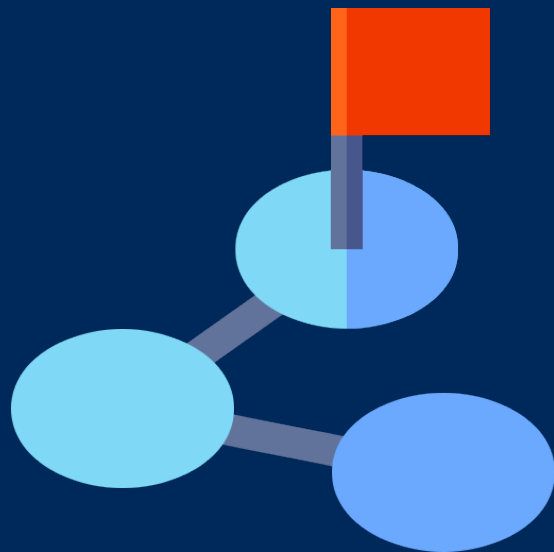




TIMELINE & PROCESS

Academic Promotions
Coordinator

SENIOR PROMOTION TIMELINE



NEXT STEPS IN THE PROCESS

Important dates for 2024-2025

1. Meet with your respective DFCM Site Chief, Division Head, or Program Director
 - ✓ **Before pre-application submission**
 - ✓ **Before meeting with Dr Kwong**
2. Meet with Dr. Kwong. Email Tina at dfcm.chairsoffice@utoronto.ca to book a meeting
 - ✓ **Before pre-application submission**
 - ✓ **One week prior to the meeting:**
 - Provide an updated CV
 - Start identifying your area of excellence/competence
 - Be prepared to identify/discuss your 5 most important scholarly pieces of work since your last promotion
3. Attend workshop #2
 - ✓ **on Feb 27, 2024**
4. Submit a pre-application
 - ✓ **by April 22, 2024**
5. Place a calendar “hold” for workshop #3
 - ✓ **on June 13, 2024**
6. Work on your full dossier for submission
 - ✓ **Due the week of September 2-6, 2024**

*Download the full
2024-2025 timeline
on our website:
[https://www.dfc.
utoronto.ca/senior-
promotion](https://www.dfc.utoronto.ca/senior-promotion)*

STEP 1: PRE-APPLICATION

REQUIRED DOCUMENTS IN A PRE-APPLICATION:

1. Application Form
2. Outlined areas of excellence & competence
3. Identified 5 scholarly pieces of work
4. Curriculum Vitae
5. Teaching Dossier
6. Teaching data summary report (scores)

To be discussed in depth in Workshop #2

**DUE DATE
APRIL 22, 2024**

- ✓ **Download the pre-application** on our website:
<https://www.dfcu.utoronto.ca/senior-promotion>
- ✓ We will review the pre-application in detail TOGETHER in workshop #2 – get started beforehand
- ✓ **Sample pre-applications** are available by request
(dfcu.promotion@utoronto.ca)
➤ **CONFIDENTIAL: Do not share/distribute**



STEP 2: PROMOTION DOSSIER

THE FINAL PROMOTION DOSSIER IS DIVIDED INTO 6 FOLDERS:

- Reporting Letters
- Teaching & Education
- CV and Scholarly Works
- Administrative Service
- CPA
- Research

Set documents are required for each section where excellence/competence is declared.

We will review all the important components of the full dossier in Workshop #3.

**DUE DATE:
THE WEEK OF
SEPT 2-6**

- ✓ You will receive **FEEDBACK** on your pre-application from the DFCM Senior Promotions Committee
- ✓ This will allow you to use your pre-application as a foundation to build into a full dossier
- ✓ Important components of the final dossier will be reviewed in our **Workshop #3**
- ✓ **A database of sample dossiers will be provided to you**





NEXT STEPS

Dr. Allyson Merbaum

EARLY DO'S & DON'TS:



DO:

1. Meet with your Chief/Division Head
2. Meet with Dr. Kwong
 - email dfcm.chairsoffice@utoronto.ca to set a meeting
3. **READ THE MANUAL IN DETAIL.**
4. Determine if you need administrative assistance (secured on site or privately)
5. **Start your pre-application NOW:**
 - Download the template
 - Prepare your CV and teaching dossier
 - Collect all available teaching evaluations



DO NOT:

- **Leave your pre-application to the last minute.** This can be a time-consuming task – give yourself a long runway
- Solicit a letter of support from your Chief (the DFCM will do this)
- Approach referees - we will cover this topic in future workshops
- Throw away or delete anything!

TAKE HOME MESSAGE

Get started now:

- ✓ Book time in your schedule to work on your pre-application from **February-April**
- ✓ **Prepare NOW:**
 - ✓ CV
 - ✓ Teaching dossier
 - ✓ Enter your teaching scores → in the data summary table
- ✓ Start collecting evidence of your work:
 - ✓ Feedback, curriculum dev, letters you've received from colleagues/learners, emails, publications, etc
- ✓ Organize yourself and start an electronic filing system
- ✓ Don't get overwhelmed – we'll help you through the process!



PREPARING FOR WORKSHOP #2 – Feb 27, 2024



- ✓ **HAVE YOUR CV WITH YOU**
- ✓ **GET STARTED ON YOUR PRE-APPLICATION BEFOREHAND:
DOWNLOAD AND REVIEW THE TEMPLATE**
- ✓ This workshop will help you identify excellence or competence in each of the areas (research, CPA, teaching and education, administrative service) as well as helping you identify your five scholarly pieces of work
- ✓ Time will be dedicated to talking with “faculty advisors” in the area of Research, Teaching & Education, or CPA
- ✓ We will review the Senior Promotion Pre-Application template in detail together so you’re on the right track



Thank you!

Questions?



Contact:

DFCM Academic Promotions Coordinator

dfcm.promotion@utoronto.ca

Website/Resources:

<https://www.dfc.utoronto.ca/senior-promotion>



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