



Otolaryngology - Head & Neck Surgery
UNIVERSITY OF TORONTO

Promotion – Lecturer to Assistant Professor

Information Package

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Otolaryngology - Head & Neck Surgery UNIVERSITY OF TORONTO

Dear Faculty Member,

One of the ways that we, as a department can show appreciation and thanks for the dedication that you put into the education and research mission of our department, is to consider you for promotion. In the past, the promotion process from Lecturer to Assistant Professor (and even higher) was rather informal. A Chair could write to the Dean and request such a promotion from Lecturer to Assistant Professor and it would usually be granted without much paperwork. Times have changed, and now there is a very substantial amount of paperwork and rigor to consider someone for promotion from Lecturer to Assistant Professor. I would like to make every effort to try and promote as many of our Lecturers to the Assistant Professor level as possible. It is my sincere hope, that you will find this Promotion to Assistant Professor Information Package helpful in this process.

All of the information may seem a bit daunting but once you start putting everything together and collecting the necessary information, I hope you will find that it is a rewarding experience to see all of the great things you have done. The main things to remember are that you will get promoted by your activities in at least one of the following areas: i) Teaching and Education, ii) Creative Professional Activity and/or iii) Research.

Most of our faculty at the rank of Lecturer will be promoted on the basis of sustained (at least 3 or more years) excellence in teaching and education. The critical piece here is your Curriculum Vitae (CV) and a well thought out and put together teaching dossier. The information in this promotions package will help guide you in the creation of a CV and teaching dossier. We will offer faculty development sessions on promotion and I or our Vice Chair Research, Dr. Alain Dabdoub will be available to assist you in this process. If at any time, you have questions or concerns, please do not hesitate to contact us.

Once we receive your completed application package for promotion to Assistant Professor, it will be reviewed by our Departmental Promotions Committee. Once approved by the Promotions Committee, the application package will be submitted to the appropriate individuals in the Faculty of Medicine at the University of Toronto who make a recommendation to the Dean who has final approval.

The members of the Promotions Committee for our Department are as follows: Karen Gordon (Chair), Yvonne Chan, Joseph Chen, Alain Dabdoub, Danny Enepekides, Ralph Gilbert, Jonathan Irish, Vicky Papaioannou, Blake Papsin, John Rutka, Ian Witterick. If you have any conflicts with any member of the Promotions Committee, please clarify these with Dr. Gordon or I.

Our administrative team and I will be here to assist you as much as possible. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

Danny Enepekides, MD, FRCSC, MPH
George and Helen Vari Professor and Chair
Department of Otolaryngology-Head & Neck Surgery

CRITERIA FOR PROMOTION

MUST HAVE LECTURER STATUS + ONE OR MORE OF THE FOLLOWING:

Academic activities since the initial date of appointment (a suggested minimum of three years at the rank of lecturer) should showcase impact, importance and innovation at a local/provincial/national or international level.

SUSTAINED EXCELLENCE IN TEACHING / CURRICULUM DEVELOPMENT

- Teaching effectiveness, for example: a summary of a strong teaching dossier that includes:
 - i) an analysis of student evaluations with mean scores compared to other faculty members and
 - ii) number and types of trainees taught within a variety of teaching environments.
- Involved in the design and development of curricula or educational offerings and/or in the development of educational materials.

ADVANCED EDUCATION

- Successful completion of a master's degree post MD in an applicable healthcare field
- AND
- One or two first authored peer-reviewed publications

EXCELLENCE IN RESEARCH

- Record of sustained and current productivity in research and in research-related activities, such as, a record of scientific publications demonstrating that the research has led to a significant source of new information in the field.
- Evidence of originality and importance to the field.

EXCELLENCE IN CREATIVE PROFESSIONAL ACTIVITY (CPA)

- To demonstrate professional innovation, one must show an instrumental role in the development, introduction and dissemination of an invention, a new technique, a conceptual innovation or an educational program
- Creative excellence, in such forms as biomedical art, communications media, and video presentations, may be targeted at various audiences from the la public to health care professionals.

PROCESS

- Step 1:** Meet with your Otolaryngologist-in-Chief or the Chair of the University Department to discuss your promotion and determine whether you meet the criteria for promotion to Assistant Professor.
- Step 2:** Prepare your Promotion Dossier: CV, Teaching and/or CPA and/or Research Dossier, copies of publications.
- Step 3:** Submit your Promotion Dossier to the attention of the Chair, Department of Otolaryngology-Head & Neck Surgery.

INTERNAL PROCESS

Your Promotion Dossier will be brought to the Department Promotions Committee (DPC) for review and support. If supported by the DPC, it will then be submitted to Faculty of Medicine Human Resources and Faculty Appointments Advisory Committee (FAAC), with a letter of support from the Chair, OHNS.



Criteria for Promotion to Assistant Professor

Appointees in full-time, part-time and adjunct categories may be promoted. Normally, a new clinical faculty appointee starts at the lecturer rank, though entry at assistant professor or higher is possible. Standards for rank at entry are set by the Faculty Appointments Advisory Committee and the Decanal Promotions Committee. Promotion of full-time clinical academic appointees is expected but not required; promotion of part-time and adjunct clinical academic appointees is possible but not expected. Promotion from lecturer to assistant professor is approved by the Dean, on the advice of the Faculty Appointments Advisory Committee. Promotion to associate professor or full professor is recommended to the Provost by the Dean, based on criteria set out in the Faculty of Medicine Manual for Academic Promotion (version for the academic year in which promotion is sought), and governed by the University's Policy and Procedures Governing Promotions. The Dean is advised by the Decanal Promotions Committee. Procedures for appeals concerning denial of promotion are found in Section 5.3¹

Only qualified clinical faculty in the Faculty of Medicine can be promoted from the rank of Lecturer. He/she can be promoted to Assistant Professor upon completion of a recognized graduate program or in recognition of sustained commitment to the academic mission of the Faculty of Medicine².

Generally, a community preceptor or other clinical part-time or adjunct faculty will be appointed at lecturer, and, irrespective of appointment category, be eligible for promotion based on scholarly achievement including teaching performance. Having a Master's degree and recent publications or curriculum development may support but does not guarantee assistant professor rank, especially without substantial recent scholarly work. The Chair must seek peer review by the Department Appointments Committee, and rank is judged further at the decanal level³.

NOTE: Faculty with a "Status Only" appointment cannot be considered for promotion as outlined in this package. A new application for an appointment at the rank of Assistant Professor is required for Status Only faculty.

SECTION B: PROCEDURES

1. Clinical (MD) Appointments

Definition

Clinical (MD) faculty are academic physicians, licensed to practice in Ontario, who hold joint appointments between a clinical entity (fully-affiliated hospital, or community affiliated hospital, or an affiliated community practice or other entity with a relationship to the University of Toronto) and a Clinical Department in the Faculty of Medicine. The categories of clinical (MD) faculty include:

- Full-time: Engaged in academic work for at least 80 per cent of his/her professional time
- Part-time: Engaged in academic work for at least 20 per cent, but less than 80 % of his/her professional time
- Adjunct: Engaged in academic work for less than 20% of his/her professional time
- Visiting Clinical: A visiting physician from another university or research institute who holds a continuing appointment at his/her home institution.

The FAAC only reviews full-time clinical (MD) appointments at a professorial rank. All other clinical (MD) appointments are submitted to the Dean or his/her designate (Vice-Dean Clinical Affairs) for review and approval.

Initial Appointment at the Rank of Assistant Professor

An initial appointment at the rank of Assistant Professor requires the successful completion of a recognized graduate program (or an advanced training experience deemed to be equivalent to a Master's level program. In some cases one to two years of fellowship training or a one to two year teaching certificate program will be considered the equivalent to an advanced degree). The degree program must have been completed as documented by the successful defense of a thesis or awarding of the degree before submission of the request for appointment. In addition, it is expected that the candidate will have at least one or two published first authored peer-reviewed publications at the time of request for appointment, **OR** documentation clearly demonstrating educational accomplishments that includes convincing evidence of one or more of the following:

- 1) Teaching effectiveness (i.e., a summary of a strong teaching dossier that includes: i) an analysis of the student/trainee evaluations with the mean scores and how they compare to other faculty members; and ii) documentation showing the number and types of trainees and evidence that the candidate has taught in a variety of teaching environments).
- 2) Involvement in the design and development of curricula or educational offerings and/or in the development of educational materials.

3) Creative Professional Activity (CPA) such as the setting of practice standards. In situations where the member has completed equivalent fellowship training but is currently enrolled in a graduate studies program, the appointment will be as Lecturer until completion of that degree program.

Promotion from Lecturer to Assistant Professor

Full-time clinical (MD) faculty members who hold an appointment as Lecturer can be considered for promotion at any time that they meet the requirements as set out above for an initial appointment at the rank of Assistant Professor.

An alternative route for promotion to Assistant Professor is to accomplish academic performance in keeping with the Faculty of Medicine guidelines over a period of time as a Lecturer. There are no set timelines for this alternative route to promotion, but generally the candidate would need to demonstrate sustained commitment to recognized academic contributions to the Faculty of Medicine over a minimum three year period.

¹Procedures Manual for Clinical Faculty – available at: <http://medicine.utoronto.ca/faculty-staff/clinical-faculty-resources>

²<http://aapm.utoronto.ca/promotion-non-tenure-stream-faculty>

³Guide to Clinical (MD) Part-Time and Adjunct Appointments Principles at University of Toronto Available at: <http://medicine.utoronto.ca/faculty-staff/clinical-faculty-resources>



Promotion to Assistant Professor

General Information

Detailed letter to the Chair of the University Department

The letter should include:

What area(s) you would like to be considered for promotion in.

1. Teaching and Education
2. Creative Professional Activity
3. Research

Elaborate on why you feel you excel in one or more of these areas (e.g. involvement in UME/PGME/CPD/Public teaching, good teaching effectiveness scores, development of provincial guidelines, organization of events, and publication of clinical research)

It is important to highlight presentations or special lectures you have given and accomplishments at the hospital(s) you are affiliated with (e.g. committees, organizing change, administrative roles).

Are there any special courses or educational events you have taken to improve your leadership skills, teaching or research skills?

How have you contributed to the education and/or research mission of our department?

Curriculum Vitae (CV)

As you progress “through the ranks”, it will become mandatory that your CV be in WebCV format – this is the University of Toronto standard required for Assistant Professors and Associate Professors to adhere to in order to be considered for Promotion to Associate or Full Professor respectively. While it is not mandatory at this stage, it may be a good exercise which may prove helpful later down the road.

A sample of the format of the CV has been provided in this package. A copy is also available on our website: <https://otolaryngology.utoronto.ca/faculty-resources>

Teaching Dossier

What is teaching?

Formal teaching: situations in which responsibilities and expectations for both the teaching and the learner are set in advance, such as lecturing, activity in seminars, individual or group discussions, laboratory and/or clinical teaching.

Informal teaching: teaching that may be more spontaneous such as role modelling and mentoring.

Application of information technologies for local and distance education, educational leadership and administration, faculty development, scholarship in education, research in education, quality assurance and evaluation of educational process and outcomes, assessment of learners, educational innovation, development of new educational materials such as textbooks, syllabi, instructional videos etc.

What to include in your teaching dossier:

If your request for consideration for promotion to Assistant Professor is on the basis of excellence in teaching, the following should be included in your Teaching Dossier:

1. A listing of all teaching activities (organized by teaching level with number of hours). A summary sheet is available for reporting purposes. It is important to list your teaching activities from the date of your initial appointment. A copy is included in this package and is available on our website (TeachingSummaryFormTable3.docx)
2. Supporting documentation related to teaching activities (i.e. copies of course/lecture outlines, letters of invitation to present, etc).
3. Supporting documentation related to the assessment of teaching (i.e. course/lecture evaluations, teaching effectiveness scores, unsolicited testimonial letters etc)
4. Supporting documentation of participation in:
 - a. Research activities (i.e. publications, abstracts, presentations and/or grants)
 - b. A local/provincial/national/international organization whose activities relate to education/research and development

A sample template for a teaching dossier has been included in this package. A copy is also available on our website (TeachingDossier.docx). It is important that the dossier is organized and summarizes the academic/educational activities in chronological order for each academic year.

Teaching Effectiveness Scores may be available in the candidate's University file but it is the responsibility of the candidate to obtain this information with the help of the University Department's Administrative Assistants. If you do not have copies of your available Teaching Effectiveness Scores, contact the Education Coordinator at 416-946-8743 or ohns.educationcoordinator@utoronto.ca

Creative Professional Activity (CPA) Dossier

The Faculty of Medicine recognizes CPA under three broad categories:

- a) Professional Innovation and Creative Excellence
- b) Contributions to Development of Professional Practices
- c) Exemplary Professional Practice

Professional Innovation and Creative Excellence

Professional innovation in the Faculty of Medicine may include the making or development of an invention, development of new techniques, conceptual innovations, or education programs inside or outside the University (e.g. continuing medical education or patient education). Creative excellence, in forms such as biomedical art, communication media, and video presentations, may be targeted at various audiences from the lay public to health care professionals. To demonstrate professional innovation, one must show an instrumental role in the development, introduction and dissemination of an invention, a new technique, a conceptual innovation or an educational program.

Contributions to the Development of Professional Practices

The candidate must demonstrate leadership in the profession, professional organizations, government or regulatory agencies that has influenced standards and/or enhanced the effectiveness of the discipline. Examples of contributions to the development of professional practice may include (but are not limited to) guideline development, health policy development, government policy, community development, international health and development, consensus conference statements, regulatory committees and setting of standards.

Exemplary Professional Practices

To demonstrate exemplary professional practice, the candidate must show that his/her practice is recognized as exemplary by peers and has been emulated or otherwise had an impact on practice.

Assessment

CPA may be linked to Research to provide an overall assessment of scholarly activity. The focus should be on creativity, innovation, excellence and impact on the profession, not on the quantity of achievement. Contributions will not be discounted because they have led to commercial gain, but there must be evidence of scholarship and impact on clinical practice.

Due to the variable activities included under CPA, there may be diverse, and sometimes innovative markers used to indicate the impact of CPA. Evidence upon which CPA will be evaluated may include:

- Scholarly publications such as papers, book chapters, books, monographs
- Invitations to scholarly meetings, workshops
- Guidelines and consensus documents
- Development of health policies, government regulations

- Program evaluation
- Media creations
- Unsolicited letters
- Awards and recognition – professional and community
- Media coverage
- Industry clients
- Innovation and entrepreneurial activity, as evidenced by new products or new ventures launched or assisted, licensed patents

Research Dossier

Evidenced by:

- A record of sustained and current productivity in research and in research related activities, such as a record of scientific publications demonstrating that the research has led to a significant source of new information in the field.
- originality and importance to the field.

Letter of support from the Chief at your hospital

It is important that this letter be part of your dossier and it should clearly identify which one of the categories (Teaching or Creative Professional Activity, or Research) will be highlighted as the basis for your request for promotion to Assistant Professor. If you are being recommended for promotion based on teaching, TES scores must be included in the dossier (see section on Teaching above for more information).

A sample of the structure of this letter has been provided in this package. A copy is also available on our website (SampleChiefLetter.docx).

Internal Letters of Reference

These letters will be solicited by the Chair of the University Department from individuals within your own teaching hospital and/or University Department. These letters are meant to address the importance, impact and innovation of your academic work. The candidate is to suggest a minimum of 3 potential internal references (University of Toronto Faculty of Medicine, Department of Otolaryngology-Head & Neck Surgery) using the provided form (Table 1). The Promotions Committee and/or Chair of the Department may request additional references.

Student Opinion Letters

The candidate is to suggest a minimum of 3 potential internal references (Undergraduate, Postgraduate, Graduate, Continuing Education) you have taught over the last 5 years, using the provided form (Table 2). The Promotions Committee and/or Chair of the Department may request additional references.



Promotion to Assistant Professor

Dossier Check List

Promotion requests from a current faculty member at the rank of Lecturer for promotion to Assistant Professor requires:

	Responsibility	Sent
Detailed Letter to the Chair of the University Department <i>outlining the reasons why the candidate should be promoted</i>	Candidate	<input type="checkbox"/>
Updated Curriculum Vitae (preferably in WebCV format)	Candidate	<input type="checkbox"/>
Teaching Dossier (with Teaching Summary Form Table 3)	Candidate	<input type="checkbox"/>
and/or		
Creative Professional Activity (CPA) Dossier	Candidate	<input type="checkbox"/>
and/or		
Research Dossier	Candidate	<input type="checkbox"/>
Academic Job Description	Chair	
Copy of initial Offer of Academic Appointment letter	Chair	
Letter of support from the Otolaryngologist-in-Chief or Physician-in-Chief of your main hospital	Candidate	<input type="checkbox"/>
Letter of support from the Chair, Departmental Promotions Committee	DPC Chair	
List of internal references (with Internal References Table 1)	Candidate	<input type="checkbox"/>
List of students for opinion letters (with Student Testimonial Table 2)	Candidate	<input type="checkbox"/>
Internal letters of reference (minimum of 3)	Chair	

All documents must be submitted electronically.

Forms which are required to be submitted for review must be typed and submitted electronically.

Submit your completed dossier to:

Sonia Valente **via Email (preferred method):** ohns.chairsassistant@utoronto.ca
Department of Otolaryngology-Head & Neck Surgery, University of Toronto

If you have any questions, please contact

Sonia Valente ohns.chairsassistant@utoronto.ca 416-946-8742
Audrea Martin audrea.martin@utoronto.ca 416-946-8740
Dr. Danny Enepekides danny.enepekides@sunnybrook.ca
Dr. Karen Gordon karen.gordon@utoronto.ca

TEACHING & EDUCATION REPORT

A Word template can be found on our website here:

<https://otolaryngology.utoronto.ca/sites/default/files/assets/files/teaching-and-education-report-template.docx>

Faculty of Medicine
Promotion – Lecturer to Assistant Professor

Teaching Summary Form – Table 3

Candidate's Name _____

Primary Division/Department: Otolaryngology-HNS

Date Submitted _____

Year	Level	Program	Type of Teaching	Total Hours	Total Number of Students	Teaching Effectiveness Score (if applicable)

Level	U = Undergraduate P = Postgraduate	G = Graduate Other – please specify
Type of Teaching	O = One on one S = seminar WC = Whole Class (variable size)	Other – please specify SG = Small Group
Program	MD, Arts and Science, etc.	

CREATIVE PROFESSIONAL ACTIVITY REPORT

A Word template can be found on our website here:

<https://otolaryngology.utoronto.ca/sites/default/files/assets/files/creative-professional-activities-cpa-template.docx>

RESEARCH DOSSIER EXAMPLE

NAME
DEGREES

Date Prepared:

1. Introduction

Include in this paragraph

- A summary of your research activities
- What the overall focus of your research has been
- State what your goals have been in the process

2. Description

PROJECT 1:

I have demonstrated excellence in research through my publication

This project was recognized...provincially, nationally, internationally.

The topic of this publication was....

As part of my goal to provide leadership in healthcare, I have...

I have worked collaboratively on a number of studies/publications with...

3. List Award(s) Received:

If applicable, include a list of award(s) in the area of research

4. Research Documentation

- Provide examples of your research activities
- For example, publications, a copy of your poster presentation, PowerPoint slides, letters and evaluations

SAMPLE Letter of Support from Otolaryngologist-in-Chief or Physician-in-Chief

Print on hospital/site letterhead

Current date

Dr. Danny Enepekides
George and Helen Vari Professor and Chair
Department of Otolaryngology-Head & Neck Surgery
Faculty of Medicine, University of Toronto
C. David Naylor Building, 120-6 Queen's Park Crescent West
Toronto ON M5S 3H2

Dear Professor Enepekides,

Introductory Paragraph

Re: Promotion to Assistant Professor – Dr. XXX

I am pleased to recommend Dr. XX to the Department Promotions Committee (DPC) for consideration of promotion to the rank of Assistant Professor in the Department of Otolaryngology-Head & Neck Surgery.

Criteria for Promotion to Assistant Professor:

It is required that at least ONE of the following is CLEARLY IDENTIFIED as eligibility for promotion:

Teaching Effectiveness – Evidenced by: A summary of a strong teaching dossier that includes a strong analysis of the student/trainee evaluations with the mean scores and how they compare to other faculty members; documentation showing the number of types of trainees and evidence that the candidate has taught in a variety of teaching environments; and involvement in the design and development of curricula or educational offerings and/or in the development of educational materials.

Creative Professional Activity (CPA) – Evidenced by: (e.g., the setting of practice standards).

Research – Evidenced by: A record of sustained and current productivity in research and in research-related activities, such as, a record of scientific publications demonstrating that the research has led to a significant source of new information in the field.

Advanced degree – Evidenced by:

- i) Successful completion of a recognized graduate program post MD (or an advanced training experience equivalent to a Master's level program)
- ii) In addition to one or two first authored peer-reviewed publications

Provide one or two summary paragraphs in each of the following areas:

Education and Training:

Use this heading and provide a complete summary. Example:

Dr. XXX received his/her MD from the University of Toronto in 1996 and subsequently completed residency in the Department of Otolaryngology-Head & Neck Surgery at the University of Toronto in 2002. Dr. XXX subsequently completed a Fellowship in Head & Neck Oncology from July 2002 to June 2004.

Provide a descriptive paragraph of medical education and training.

Publications:

Use this heading and provide a complete summary describing the impact to the specialty. Include copies of publications.

Presentations and Special Lectures:

Use this heading and provide a complete summary of invited visits, lectures, etc.

Research:

Use this heading and provide a complete summary. Example:

Dr. XXX has been involved in a number of education and research studies including a national education project regarding x, y, z. The candidate's principal research interest is in the area of XXX, where he/she has been involved in several clinical studies. He/She has been an invited speaker at XXX and has made several presentations at conferences. His/Her publications are mostly in journals of XXX. This research productivity is XXX.

Education and Administration involvement

Use this heading and provide a complete summary. Example:

The candidate is involved in clinical supervision. Dr. XXX is be involved in teaching our residents and medical students during their Otolaryngology-HNS rotations. The candidate is involved in resident teaching, coordinates teaching activities (member of XXX and XXX Committee). This represents a....(describe type and impact of contributions).

Reference Letters or Supportive Comments:

Use this heading and provide a complete summary. Example:

Letters of reference/supportive comments are XXX positive from internal colleagues.

Conclusion

Provide a closing paragraph:

Please find attached the appropriate documents to support this request for consideration of a promotion of Dr. XXX. I [strongly] support the promotion of Dr. XXX to the rank of Assistant Professor.

- Signature block (provide full name, degrees, professional titles, hospital/site, etc.)

Sign the letter

CURRICULUM VITAE TEMPLATE

A Word template can be found on our website here:

https://temertymedicine.utoronto.ca/sites/default/files/WebCV%20CV%20Template-1_revised_Dec2015_version2.rtf

