

Criteria for Promotion and Tenure: Non-Bargaining Unit Clinical Faculty

Office of Accountability:	Office of the Dean
Office of Administrative Responsibility:	Promotion and Tenure Committee, Non-Bargaining
Approver:	Vote by Full-time Clinical Faculty on November 5, 2018

Vision: Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.

Overview

For clinical faculty members of the Faculty of Medicine (FoM), excellence in the pillars of **Scholarship of Discovery, Scholarship of Education, Excellence in Leadership, and Clinical Excellence** are key roles through which they can contribute to the mission and mandate of the FoM. The FoM has a responsibility to advance the health of the people and communities it serves through aligning education, research, and service activities to address leading health issues. Through the Promotion and Tenure (P&T) of clinical faculty who demonstrate excellence in all they do, the FoM will successfully achieve its Mission:

Working in the spirit of partnership and respect, the Faculty of Medicine is committed to delivering integrated excellence in education, research and evidence informed care; meeting the unique health needs of our rural, remote and urban communities; and advocating for health, equity, Indigenous health and healthy populations.

Purpose

This document outlines the criteria on which P&T are based. Specifically, the purpose of this document is to:

- Familiarize faculty members and Discipline Chairs with P&T criteria;
- Outline how to organize material for presentation to the P&T Committee; and
- Outline the process by which a faculty member's P&T assessment file is considered.

Definitions

Clinical Faculty: A physician in practice with a full-time or part-time academic appointment in the FoM.

Curriculum Vitae (CV): A document providing an account of a person's education, qualifications, and work experience. CVs include information on one's academic background, including teaching experience, degrees, research, awards, publications, presentations, and other achievements. See Appendix A for a CV template.

Discipline Chair: The faculty member responsible for the academic mission of a clinical discipline.

Promotion: The recognition of academic performance according to criteria and expectations established by the FoM and relevant governing policies and procedures of Memorial University.

Promotion and Tenure Committee: The Committee required to adjudicate applications for P&T and make recommendations to the Dean of Medicine. Please see the P&T Committee Terms of Reference.

<https://www.mun.ca/medicine/administrative-departments/faculty-affairs/promotion-and-tenure/>

Teaching Dossier: A summary of a faculty member's major teaching accomplishments and strengths. Please review the Faculty of Medicine [teaching dossier framework](#).

<https://www.mun.ca/medicine/facultyhandbook/professional-development/teaching-dossier/>

Tenured Appointment: A continuing full-time faculty appointment without term (*should this say "term"?*), subject to maintaining both academic and clinical activity, which is appropriate for the academic role and position held.

Promotion and Tenure Criteria

Promotion and Tenure are not automatic, nor are they solely time based. The awarding of P&T will reflect the many different routes that candidates can take to achieve significant academic milestones. The professional attributes of a candidate, and their accountability to the FoM, will also be important components of their P&T assessment file. In this document, four (4) pillars of excellence are described: **Scholarship of Discovery, Scholarship of Education, Excellence in Leadership, and Clinical Excellence.**

Evaluation for P&T will involve the assessment of a candidate's contributions to the pillars of **Scholarship of Discovery, Scholarship of Education, and Excellence in Leadership**, in addition to **Clinical Excellence**.

Candidates can choose a major pillar, where the majority of their achievement will be focused, or alternatively, demonstrate substantial progress in all three (3) pillars.

Clinical Excellence is considered a baseline pillar for all candidates. It is the expectation that all physicians appointed to the FoM are to demonstrate exemplary clinical practice and act as role models for the profession. Therefore, all candidates are required to describe their accountability and contributions to excellence in clinical medicine in their P&T assessment file.

Promotion

Promotion recommendations and decisions will be based on the entire career of the candidate, which can include performance and previous experience at an academic rank with another recognized university. The candidate must demonstrate a progressive yet sustainable record of academic performance since the most recent appointment or promotion decision at Memorial University.

Promotion to Associate Professor (Full-time or Part-time)

- Promotion will require significant achievement in a particular field of expertise in at least one of the pillars with demonstrated progress in one or more of the other pillars or alternatively, substantial progress in all three (3) pillars.
- Achievements of the candidate during the time that the candidate has been at Memorial University will be examined in detail.

Promotion to Full Professor (Full-time or Part time)

- Candidates must demonstrate exceptional skills/abilities/achievements in all three (3) pillars.

- Promotion to the rank of full Professor will require **national or international** recognition of excellence in a particular field of expertise in at least one (1) of the pillars with substantial contribution at the Associate Professor rank in the other pillars.

Tenure Appointment

- Granting of tenure will be based on achievement in the applicable standard.
- Tenure will only be granted when the candidate has met the appropriate time requirements in their academic career, as described on the next page.
- If tenure is granted at the Assistant Professor rank, promotion is automatic.
- Part-time employees are not eligible for tenure.

Negative Recommendation

If an Assistant Professor or an Associate Professor applies for tenure the first time and receives a negative recommendation, they can reapply for tenure once more within two (2) years. If the candidate is not recommended for tenure a second time, they will be offered a further one (1) year terminal appointment and will then be converted to part-time. During the terminal year, the individual will be expected to complete any commitments or projects associated with their role as a full-time faculty member.

If an Associate Professor with tenure applies for promotion and receives a negative recommendation, they will continue as an Associate Professor. They will be able to reapply for promotion at any point in their career.

If a faculty member does not agree with a negative recommendation, they can appeal the recommendation as per the FoM P&T Appeal Process. <https://www.mun.ca/medicine/administrative-departments/faculty-affairs/promotion-and-tenure/>

When to Apply for Promotion and Tenure

Physicians appointed to a faculty position within the FoM at Memorial University will be eligible for tenure (full-time tenure-track faculty) and promotion (full-time and part-time faculty). Below please find the timelines when faculty are typically eligible to apply for P&T after being appointed to the FoM. Candidates are to count their years of service from the September in the year they were appointed or promoted (e.g., If you were appointed in February of 2017, your years of service start September 2017; and if you were appointed in December of 2017, your years of service start September 2017).

Academic rank when appointed to the FoM	Promotion Rank	Time to Promotion	Time to Tenure Appointment
Assistant Professor	Assistant to Associate Professor	Must apply in 6 th year of appointment	Must apply in 6 th year of appointment
	Associate to Full Professor	Eligible to apply in 6 th year of appointment	
Associate Professor	Associate to Full Professor	Eligible to apply in 3 rd year of appointment	Must apply in 3 rd year of appointment
Full Professor		N/A	Must apply in 3 rd year of appointment

Early Promotion

- In exceptional cases, as recommended and approved by the Discipline Chair and Dean of Medicine, candidates may apply for early promotion. Otherwise, candidates are to follow the timelines listed above.
- Candidates can only apply for early promotion once in their academic career.
- Candidates cannot apply for early tenure.

Tenure Extension

- The FoM recognizes that circumstances can arise that result in faculty needing more time to prepare for tenure. Such circumstances are:
 - Maternity/paternity leave
 - Illness (personal or immediate family)
 - Educational leave
 - Extraordinary service demands for a short term as negotiated by the Clinical Chief and Discipline Chair
- The maximum amount of time to be granted for a tenure extension is **two (2) years**.
- All extensions must be supported by the Discipline Chair and approved by the Dean of Medicine.
- Typically, a faculty member can only be granted a tenure extension once in their academic career.
- If a faculty member is not meeting expectations and if opportunities for P&T are not being availed of as per the timelines above, the Chair will discuss converting to part-time appointment with the faculty member via the annual review process.

Process Timeline

- ▶ **August 15** – Candidate sends a letter to their Discipline Chair* indicating that they are applying for promotion and/or tenure.
- ▶ **September 1** – Candidate sends their complete P&T assessment file to their Discipline Chair* for review and guidance in preparation for the final submission to the Dean of Medicine.
- ▶ **By October 1** – Candidate sends a letter addressed to the Dean of Medicine (medacademicaffairs@mun.ca) and copied to their Discipline Chair, indicating that they are applying for promotion and/or tenure.
- ▶ **October 15** – Candidate sends their complete P&T assessment file **on a USB** to the Dean of Medicine Office, ~~both electronically and as a hard copy~~, along with separate list of external reviews and contact information (not included on the USB).
- ▶ **By October 31** – Dean's Office notifies the candidate of the receipt of their P&T assessment file, and will ask the candidate to confirm the accuracy of their uploaded documents to the secure website. All electronic correspondence should use your @mun.ca email address. The P&T assessment file is reviewed for completeness by the Chair of the P&T Committee and the Manager of Academic Affairs.
- ▶ **November-December** – Dean's Office will contact the candidate's external reviewers. The reviewers are asked to review the candidate's P&T assessment file, **via the secure website**, and to make a recommendation.
- ▶ **January-February** – P&T Committee meets to review the candidate's complete P&T assessment file, which will include the recommendations from the external reviewers.
- ▶ **March-April** – P&T Committee sends the Dean of Medicine their recommendation for each candidate.

- ▶ **Before May 1** - Dean of Medicine reviews the recommendation from the P&T Committee and makes a recommendation to the Provost and Vice President (Academic).
- ▶ **May-June** - Provost and Vice President (Academic) reviews the P&T file which includes the recommendations from the P&T Committee and from the Dean of Medicine. The Provost and Vice President (Academic) then forwards their recommendation to the President of Memorial University.
- ▶ **July-August** – The President of Memorial University makes their recommendation and copies the candidate and the Dean of Medicine. Promotion and/or change of status becomes effective September 1.

*If a Discipline Chair is applying for P&T, a senior faculty member at the Associate Professor or Professor rank in their discipline can act in the capacity of a Discipline Chair for the P&T process.

Instructions for Candidates

Information to be included in the P&T file includes:

- ☐ Letter to the Dean of Medicine
- ☐ Letter of Application (personal statement)
- ☐ Letter of Support from your Discipline Chair
- ☐ Curriculum Vitae
- ☐ Teaching Dossier
- ☐ Separate document for each of the four (4) pillars outlining your contributions and achievements in each:
 - Scholarship of Discovery
 - Scholarship of Education
 - Leadership
 - Clinical Excellence
- ☐ Teaching Evaluations
- ☐ Copies of Articles/Publications o Listed separately, numbered, and a **statement of involvement for each** o Include the name of the journal and the journal's impact factor o Highlight those publications where you are first author
- ☐ List of five (5) external reviewers with name, academic rank, and contact information for each.

P&T File Guidelines

- Avoid duplication of information
- Your Letter of Application (personal statement) should state your **major pillar** (if chosen) and outline your strengths in the four (4) pillars of P&T, particularly any nationally and internationally recognized contributions. Describe how you have met the criteria for your discipline in relation to your job expectations as outlined in your letter of offer.
- Your P&T file should highlight your contributions to the FoM as a whole, including a description of your academic time and accountability to its mission and vision. Your file should also describe your academic/service contributions to Memorial and the community at large.
- When discussing your research contributions, describe your roles (e.g. Principal Investigator; Co-Investigator; Collaborator) and highlight involvement in grant money received and indicate whether the grant was peer-reviewed. Include copies of your most recent

publications/abstracts with a detailed explanation as to your role in the scholarly work undertaken.

- To verify your attendance and participation in conferences and meetings, provide acceptance letters from the event and copies of your accepted abstracts/workshops etc.
- Your CV and teaching dossier should be up to date. Your teaching dossier should include documentation outlining your medical education activities and a breakdown of the teaching you provide and copies of evaluations from learners. Please review the Faculty of Medicine [teaching dossier framework](https://www.mun.ca/medicine/facultyhandbook/professional-development/teaching-dossier/).
<https://www.mun.ca/medicine/facultyhandbook/professional-development/teaching-dossier/>
- Please include any other relevant information of which you feel would be beneficial for the P&T Committee to be aware.

Preparing Your P&T File for Submission to the Dean of Medicine

Documents should be saved as **Adobe Acrobat pdf** files on a USB drive and forwarded to the Academic Affairs Coordinator, ~~Coordinator, Faculty Affairs,~~ Office of the Dean, Faculty of Medicine, ~~along with a printed hard copy.~~

- Print your name on the USB Drive and **please use your surname in each of your filenames.**
~~Please do not include your name as part of the filename when saving files on your USB Drive.~~
- Please do not create subfolders.
- Files should be compacted where possible. For example, ten (10) teaching evaluations could be saved together as one file/name.

External Reviewers

- ☐ Your P&T file must contain the names of **five (5)** external reviewers from your discipline. Please have a “backup” list in case some reviewers decline.
- ☐ Your list of reviewers should be jointly determined by you and your Discipline Chair. The list is to be approved by both parties.
- ☐ All reviewers shall be recognized scholars external to Memorial and have a national or international reputation for excellence in their field.
- ☐ Reviewers cannot have a conflict of interest with your P&T file. For example, reviewers shall not be currently collaborating with you nor have collaborated with you in the past five (5) years.
- ☐ No more than two (2) reviewers from the same institution should be provided (i.e. multiple reviewers from the same institution is discouraged).
- ☐ For promotion to Associate Professor, reviewers should hold the rank of Associate Professor or Professor (at least two (2) reviewers should hold the rank of Professor).
- ☐ For promotion to Full Professor, all reviewers should hold the rank of Professor.
- ☐ Refrain from contacting or discussing your candidacy with any external reviewers you provide.
- ☐ The reviewer list should be provided as a separate hard copy document and include the full name, title (academic rank), address, email address and phone number of each reviewer.
- ☐ Do not include the reviewer list on **your USB**; it should be provided separately.
- ☐ The recommendations from the external reviewers will be reviewed and discussed thoroughly by the P&T Committee.

RESPONSIBILITIES

Candidate Responsibilities

- From your appointment date with the FoM, maintain a portfolio of academic and scholarly activity that includes supporting documentation demonstrating excellence in the four (4) pillars.
- In consultation with your Discipline Chair, compile a complete P&T file including all applicable supporting documentation.
- Ensure the information presented in the P&T file is organized appropriately.
- Submit all information to each appropriate body by the deadline dates provided.
- Respond to requests from the Dean's Office or the P&T Committee for additional information. Failure to respond to a request for information by the deadline may result in the file **not** being considered in that academic year.
- Appear before the P&T Committee, if requested, to discuss your file further.

Discipline Chair Responsibilities

- Discuss P&T timing and criteria with all faculty members so they may work effectively towards achieving P&T at the appropriate time in their careers.
- Ensure faculty members are keeping a yearly log of their academic and scholarly activity.
- Remind faculty of P&T deadline dates.
- Work with faculty members to choose appropriate external reviewers.
- Write a letter to the Dean of Medicine including information regarding the candidate's:
 - progress in each of the four (4) pillars (append copies of the candidate's annual review forms);
 - professional attributes; documented professionalism concerns, if identified;
 - teaching effectiveness;
 - protected time and accountability to the discipline and the FoM;
 - involvement in mentorship;
 - integration of the CanMEDS/CanMEDS-FM roles and competencies into their clinical work;
 - recommendation for P&T.
- Review in detail the P&T file of each candidate before submission to the Dean's Office to ensure that the file is complete, so as to prevent delays in the process that can be detrimental to the candidate under discussion.

Dean's Office Responsibilities

- Constitute members of the P&T Committee by May 1st of each year as per the Terms of Reference.
- Oversee the management of the candidate's files and the review process:
 - Ensure each candidate's P&T file is complete
 - Upload P&T files to a secure website
 - Contact candidate's external reviewers
 - Receive letters of recommendation from the P&T Committee

P&T Committee Responsibilities

- Review the P&T file of each candidate.

- Identify the need for additional information and inform the Manager of Academic Affairs who consults with the candidate.
- Discuss in detail the recommendations of the external reviewers. Provide justification when the P&T Committee's recommendation differs from that of an external reviewer.
- Complete deliberations and meet with the candidates when required. The purpose of the meeting, and those attending, will be clarified to the candidate.
- Make recommendations to the Dean of Medicine.

Dean of Medicine Responsibilities

- Review the P&T file of the candidate, including the recommendation from the P&T Committee.
- Make a recommendation to the Provost and Vice President (Academic).

Four Pillars of Excellence

To provide guidance for the P&T process, the section below provides both narrative and tabular descriptors of the four (4) pillars: **Scholarship of Discovery, Scholarship of Education, Excellence in Leadership, and Clinical Excellence.**

It is important to note that these descriptors are not meant to be exclusive or limiting; they are examples. Some candidates will have important activities and achievements that are not listed here that demonstrate excellence in one (1) or more of the pillars. When preparing your P&T file, please provide as many examples as you can regarding the applicable bullets contained in the tables as this will strengthen your application. Similarly, please describe any contributions that may not fully align with the bullets contained in the tables. Only the achievements documented in your file can be considered by the P&T Committee.

Clinical Excellence

Clinical faculty are unique in that their patient care roles and responsibilities provide the foundation for clinical teaching and research within the FoM. Clinical faculty are the role models for present and future physicians of Newfoundland and Labrador and have a responsibility to exemplify the CanMEDS/CanMEDS-FM roles and competencies.

These descriptors are not meant to be exclusive or limiting; they are examples. Please ensure that achievements in clinical excellence that can also fall under the other pillars are discussed accordingly under these pillars.

CLINICAL EXCELLENCE EXAMPLES	RANK		
1. Licenced with the provincial regulatory authority	Assistant Professor	Associate professor	Professor
2. Enrolled in the maintenance of certification program with the Royal College of Physicians and Surgeons of Canada or the College of Family Physicians of Canada			
3. Displays and integrates CanMEDS/ CanMEDS-FM roles into their clinical practice			
4. Contributions to health care delivery			

Examples of Ways to Demonstrate Achievement

1. Indicate licence number

2. Append a copy of proof of participation from the certification college
3. Document describing your achievements and contributions in clinical medicine; Letter from the Discipline Chair
4. Creation and introduction of clinical guidelines, development and evaluation of new diagnostic or therapeutic techniques, design and implementation of new delivery models of care (e.g. telehealth), peer recognition of excellence.

Excellence in Scholarship of Discovery

Scholarship of Discovery encompasses basic, population, clinical, applied health and educational research. The FoM strives to promote and perform research with the aim of advancing the health of the people and communities it serves. The quality of the scholarship in discovery will be judged in comparison to peers in the FoM and to others in the same field at peer institutions.

These descriptors are not meant to be exclusive or limiting; they are examples.

SCHOLARSHIP OF DISCOVERY EXAMPLES	RANK		
1. Understands critical balanced appraisal of scientific or education proposals	Assistant Professor	Associate professor	Professor
2. Receives funding from a non-peer reviewed source			
3. Contributor to papers in peer reviewed research/education journals			
4. Presents at academic (scholarship of discovery) conferences nationally			
5. Completion of research courses			
6. Receives a peer reviewed research/development grant			
7. Site investigator in multi-centred clinical research			
8. Reviewer for scientific/educational publications			
9. Reviewer for granting agencies			
10. First author of published articles			
11. Significant research inspired by and responding to the needs of the community and the region			
12. Writes reports that influence public policy			
13. Completion of a graduate degree (research based)			
14. Presents at an academic conference (scholarship of discovery) internationally			
15. Creates a commissioned research synthesis document			
16. Consistent senior or corresponding author			
17. Demonstrates substantial and sustained publication record			
18. Demonstrates sustained record of receiving grant money			
19. Member of a national or international research agency			
20. Receipt of a research award			
21. Currently holds, or previously held, a position as a University Research Chair			

Examples of Ways to Demonstrate Achievement

1. Consistent participation in a journal club
5. Clinical epidemiology course; Research methods course
16. Actively supervises students, faculty

17. A landmark paper in a prestigious international journal or multiple papers in high-impact journals that make a significant impact on the field
18. Consistent successful record of funding in the form of multiple peer-reviewed local, provincial, regional, national or international grants

Excellence in Scholarship of Education

Promotion requires that the candidate has contributed in a meaningful way to the achievement of the Faculty's and the University's educational mission. Related activities include curriculum development, innovation in instructional delivery methods and evaluation, and leading major program development. Details of teaching and teaching evaluations must be part of the Teaching Dossier of each candidate for promotion, as candidates must be effective teachers.

These descriptors are not meant to be exclusive or limiting; they are examples.

SCHOLARSHIP OF EDUCATION EXAMPLES	RANK		
1. Participation in significant amounts of effective teaching in more than one modality	Assistant Professor	Associate Professor	Professor
2. Pursuit of further training in education			
3. Member of an evaluation committee			
4. Participation in at least one national education meeting			
5. Demonstrates effective teaching through evaluations			
6. Regular participation in national education meetings			
7. Participation in scholarly activities in education			
8. Involvement in the accreditation of educational programs			
9. Development of evaluation plans and techniques			
10. Involvement in the peer review of curriculum			
11. Presentations on educational topics at national meetings			
12. Completion of a graduate degree in educational topics			
13. Development and implementation of education workshops at the provincial, regional, national, and/or international levels			
14. Nomination/receipt of local, regional, national, and/or international teaching awards			
15. Sustained record of published scholarly educational activities			
16. Development, implementation and dissemination of new initiatives in medical education activities			

Examples of Ways to Demonstrate Achievement

2. Workshops; faculty development programs; educational fellowship programs
7. Initiatives in course design and curriculum development; development of effective and innovative teaching resources

Excellence in Leadership

The development of leadership skills is essential for the advancement of one's professional career. As Leaders, physicians engage with others to contribute to a vision of a high-quality health care system and take responsibility for the delivery of excellent patient care through their activities as clinicians, administrators, scholars, or teachers.

These descriptors are not meant to be exclusive or limiting; they are examples.

EXCELLENCE IN LEADERSHIP EXAMPLES	RANK		
1. Committee membership	Assistant Professor	Associate professor	Professor
2. Community volunteer, as related to your academic position			
3. Pursuit of professional development			
4. Academic administrative position			
5. Administrative position - Regional Health Authority			
6. Committee Chair – Faculty, University, Regional Health Authority, Provincial Organization			
7. Completion of a graduate degree in leadership			
8. Member of national committees			
9. Recognized as mentor			
10. Senior administrative position			
11. Member on the editorial board of a high-impact journal			
12. Chair of a national grants panel			
13. National/international organization – Governance position			
14. Receipt of a major service award from a professional society			
15. Development and administration of a leadership course			

Examples of Ways to Demonstrate Achievement

1. List the committees you are a member of and your role
2. Describe volunteer activities, highlight your leadership contributions
3. List any Continuing Medical Education/Continuing Professional Development leadership programs completed
4. Program Director, Phase Lead, Clinical Discipline Coordinator
5. Divisional Chief, Clinical Chief, VP Medicine
9. Comments in teaching evaluations, mentorship awards, record of mentorship on annual progress review forms
10. Assistant/Associate Dean, Discipline Chair, Vice Dean of Medicine
13. President; member of Executive Committee; Member/Chair of a Board of Directors

APPENDIX A – CV Template

First & Last Name, MD, etc.

DISCIPLINE OF XX

MEMORIAL UNIVERSITY

THE HEALTH SCIENCES CENTRE · ST. JOHN'S, NL · A1B 3V6

PHONE (709) XXX-XXXX · E-MAIL XXX@mun.ca

CURRENT APPOINTMENTS

EMPLOYMENT

EDUCATION

PROFESSIONAL APPOINTMENTS/MEMBERSHIPS

ACADEMIC APPOINTMENTS/ADMINISTRATIVE APPOINTMENTS/CLINICAL APPOINTMENTS

HONOURS & AWARDS

LICENSING EXAMS

TEACHING EXPERIENCE

- *Undergraduate:*
- *Postgraduate:*

FACULTY DEVELOPMENT

COMMITTEE WORK/MEMBERSHIP

CONTINUING MEDICAL EDUCATION

PUBLICATIONS/ PAPERS PRESENTED OR IN PROGRESS; POSTER PRESENTATIONS

GRANTS AWARDED

RESEARCH IN PROGRESS

WORKSHOPS FACILITATED

OTHER SCHOLARLY ACTIVITY

COMMUNITY INVOLVEMENT