

Title:	Policy and Procedures Governing Joint and Stipendiary Faculty Promotions		
Approved By:	Board of Directors	Highest Authority:	Board of Directors
Approval Date:	May 13, 2016	Effective Date:	June 22, 2011
Responsible Portfolio / Unit:	Faculty Affairs		
Responsible Officer(s):	Associate Dean Faculty Affairs		

1. Introduction

This document establishes the policy of the Northern Ontario School of Medicine (“NOSM”) hereinafter referred to as the “School”, in regards to the promotion of faculty, who are not members of the OPSEU Unit 1 bargaining unit. Such faculty members are found in all three Academic Divisions: Human, Medical and Clinical Sciences. This policy has been implemented to ensure fairness in the promotion process.

Accordingly, this policy applies to NOSM faculty members who were not employees of either Lakehead University or Laurentian University at the time of their appointment to NOSM and, therefore, were not members of the Lakehead University Faculty Association or the Laurentian University Faculty Association.

This policy does not apply to Lakehead University faculty members or to Laurentian University faculty members who were appointed to NOSM under the secondment agreement or alternative work assignment agreement. This policy also does not apply to a NOSM faculty member who primarily and still holds a faculty appointment at Lakehead or Laurentian University. These faculty members cannot be promoted at NOSM until promoted at the host University. Subsequent to proof of successful promotion at the University, NOSM, shall then, recognize the promotion at the School.

The policy with respect to academic promotions is set out in the following paragraphs as approved by the Board of Directors.

2. Definition of Promotion

For the purposes of this policy, the term promotion refers to advancement from the rank of Lecturer to Assistant Professor, from the rank of Assistant Professor to Associate Professor, and from the rank of Associate Professor to Professor.

The Promotions Committee referred to in this process relates to the Joint and Stipendiary Faculty Promotions Committee.

3. Timelines and Notice

The calendar and timelines outlined in Appendix A attached hereto and forming part of this policy provide guidance to support applicants through the promotion process. For specific situations or individual requests, please refer to the respective Division.

4. Procedures, Criteria and Assessment for Promotion

4.1 Human and Medical Sciences Faculty

4.1.1 Procedures

Faculty members shall normally apply for their own promotion. Applications may also be submitted by immediate supervisors, on behalf of faculty members, who have not themselves applied, but have declared their willingness to be considered. When the immediate supervisor applies on behalf of the faculty member, the immediate supervisor will consult in advance with the faculty member regarding information to be included in the application and the names of external referees.

Applications shall be made to the applicant's Division Head, together with a copy of all necessary and relevant documentation. To apply for promotion, a faculty member must be currently engaged with the School.

The complete and final application with all supporting documents for promotion shall reach the Division Head through the Office of Faculty Affairs not later than **September 30** for decision in that academic year. The promotion, if granted, will take effect on **July 1**, the first day of the new academic year.

Faculty members are encouraged to consult with the Division Head well in advance of the application deadline. If the faculty member so requests, by **July 1** the Division Head will review the application and prepare a preliminary written assessment based on the relevant criteria for promotion, within fifteen working days of receiving the faculty member's application. A copy of this assessment will be forwarded to the faculty member who will then decide whether or not to proceed with the application. If the preliminary assessment does not meet the promotion criteria, the Division Head will meet with the faculty member to explain the assessment and to suggest what action should be taken to give a future application a reasonable chance of success.

The following information must be attached to the application for promotion to all ranks and must be submitted at the time of application:

- 4.1.1.1 an updated Curriculum Vitae (template available on the NOSM website), clearly outlining the academic teaching and other contributions (including details of all administrative services and committee memberships and the time commitment and outline of those responsibilities and contributions) with a particular focus on the last five years or since last appointment
- 4.1.1.2 a detailed Contributions Dossier (template available on the NOSM website), clearly outlining the academic teaching and other academic contributions made to NOSM, over the assessed years with a particular focus on the last five years.
- 4.1.1.3 a copy of the research and creative works the applicant wishes to have considered in the examination of the application, it being understood that the applicant may attach a clear and detailed description of these works when the works are such that the physical submission is not practical.

For applications for promotion to **Professor**, the names and contact information of four external referees, at least two of whom are from outside Lakehead and Laurentian Universities, qualified to assess the research and creative works of the applicant are required, of which two will be chosen by the Division Head. An additional two external referees shall be chosen by the Division Head, after consultation with members of the applicant's Division. An external referee must have expertise to enable a critical evaluation of the applicant, and be at arm's length with respect to the applicant. The external referee cannot be a NOSM faculty member: a member of the Joint and Stipendiary Faculty Promotions Committee (JSFPC), the applicant's Masters, Ph.D., or postdoctoral supervisor; or, a research collaborator. The Division Head will forward a copy of the applicable policy, the applicant's application, all required documentation, including but not limited to research and creative works to the external referees and request a written opinion.

For all promotion applications, the Division Head will ask three members of the applicant's division to provide a written assessment of the applicant, based on the submitted documentation, in terms of the relevant criteria for promotion. These assessments shall be sent to the Division Head for transmission to the Promotions Committee. Unattributed summaries of the assessments shall be prepared by the Division Head and the summaries shall be made available to the applicant without identification of author, at least five working days before the Promotions Committee considers the application. A copy will be sent to the Chair of the Promotions Committee.

The Division Head will prepare an assessment/recommendation for each applicant for promotion and forward this to the Promotions Committee Chair no later than **December 31**. For promotions to the rank of Professor, the Division Head may append additional comments to the assessment within five working days of receiving the reports of the external assessors. These assessments shall be made available to applicants and the Chair of the Promotions Committee and at least five working days before the Promotions Committee considers a given application.

For promotions to Professor, summaries of the assessments, by the four external referees shall be prepared by the Division Head for transmission to the applicant without identification of the author; and with identification of the author to the Chair of the Promotions Committee.

4.1.2 Criteria and Assessment

When making an assessment of an application the Joint and Stipendiary Faculty Promotions Committee shall take into account:

- a) the nature and scope of past teaching activities particularly in the past five years or since last appointment;
- b) the nature and scope of research and scholarly activity, particularly in the past five years or since last appointment;
- c) administrative responsibilities particularly in the past five years or since last appointment;
- d) contribution to the community engaged, distributed learning model of medical education and research employed at the School.

The Promotions Committee shall assess and evaluate according to academic standards appropriate to the discipline of the applicant. (e.g. research, publication, teaching, scholarly activities, administrative/service contributions).

To be considered for promotion at any level a faculty member shall normally have had at least five years of experience at their previous rank or equivalent; exceptional achievement could reduce this experience requirement to four years if there is strong written support from the Division Head.

4.1.3 Definition of scholarly activity and scholarship:

- a) research directed towards a contribution to knowledge, and the dissemination of its results; and/or
- b) participation in those academic activities that contribute to the enhancement, creation and dissemination of knowledge; and/or
- c) creative and professional activities which contribute to one's discipline; and/or
- d) research directed towards improving the social accountability of health professional education and/or research to communities.

As it pertains to scholarly activity, the faculty member must demonstrate that the activity is of good quality and is consistent with the contribution to knowledge described in the paragraph above. It is understood that this list does not imply an order of priority. It is also understood that the following forms of scholarly activity are not necessarily to be given equal weight and application for each discipline when a faculty member is being evaluated for promotion. In such evaluations, where the evidence does not rest on externally reviewed publications, other evidence of scholarly activity must be considered, but the burden of proof rests upon the applicant.

Forms of scholarly activity may involve, but are not limited to the following:

- a) peer reviewed publications; and/or
- b) the writing or editing and publication of books, textbooks, journals and of articles; and/or
- c) the acquisition of additional appropriate academic and/or professional qualifications; and/or
- d) research carried out on research grants and contracts; and/or
- e) the writing of case studies; and/or
- f) the development of teaching materials of an innovative sort which have a wider application than the faculty member's own teaching activities; and/or
- g) the compilation and publication of scholarly bibliographies and literary work; and/or
- h) the translation and publication of scholarly or literary work; and/or
- i) literary and artistic works appropriate to one's discipline; and/or
- j) demonstrated leadership in the area of professional education, including workshops; and/or
- k) creative application of existing knowledge through such activities as consulting or workshops; and/or
- l) written and oral reports prepared for community and government institutions.

4.1.4 Service to the School and Academic Community

Service to the School and academic community may include but are not limited to the following:

- a) service in professional organizations, NOSMFA, learned societies, and disciplinary associations, and/or voluntary practice of the faculty member's profession, which support and/or promote the advancement of research, scholarship, teaching, artistic creation, or professional development, and/or improve the working conditions of academic faculty;

- b) holding office on executive boards and committees, and general administrative duties (e.g. Section Chair, Assistant Dean, Associate Dean, Program Director, Division Head, Module Coordinator, Theme Course Chair);
- c) demonstrated record of academic service. Service includes internal activities related to the functioning of the School and activities external to the School. Factors that may be considered include, but are not limited to: mentoring of faculty or colleagues, participating in School and Divisional committees; and community service where the individual has made a contribution by virtue of special academic competence.

4.2 Clinical Sciences Faculty

4.2.1 Procedures

The Joint and Stipendiary Faculty Promotions Committee shall review and make recommendations on all Clinical Faculty applications for promotion.

Faculty members shall normally apply for their own promotion. The Division Head may also submit applications after consultation with the Section Chair on behalf of faculty members who have not themselves applied but have declared their willingness to be considered. When the Division Head applies on behalf of the faculty member, the Division Head will consult in advance with the faculty member regarding information to be included in the application and the names of external referees, if applying for promotion to Professor.

A request for a consultative meeting with the appropriate Section Chair/Division Head, where a draft of the applicant's promotion application materials will be reviewed, must be requested by the applicant, through the Office of Faculty Affairs, no later than **June 1**. The applicant will then decide whether or not to proceed with the application.

The completed and final application for promotion, together with all supporting documents must reach the appropriate Section Chair/Division Head through the Office of Faculty Affairs no later than **September 30**, for decision in that academic year. The promotion, if granted, will take effect on July 1, the first day of the new academic year.

The Office of Faculty Affairs will confirm the applicant's CPSO/licensing status and performance status at NOSM and advise the Section Chair / Division Head, as required.

To be eligible for promotion at any level a Faculty member must have at least fifty percent of their contributions to NOSM and shall normally have had at least five years of experience at their previous rank or equivalent; exceptional achievement could reduce this experience requirement to four years if there is strong written support from the Section Chair and Division Head.

In exceptional cases, for promotion to Assistant or Associate Professor, an especially strong performance as a teacher may compensate for a somewhat lesser performance in administration or research and vice versa, provided in either case that the quality and quantity of administration and service to the academic community is satisfactory.

The following information must be attached to the application for promotion for all ranks and must be submitted with the complete and final application due no later than **September 30**:

- 4.2.1** an updated Curriculum Vitae (template available on the NOSM website), clearly outlining the clinical and non-clinical teaching and other academic contributions (including details of all academic administrative services and committee memberships and the time commitment and outline of those responsibilities and contributions), over the assessed years with a particular focus on the last five years or since last appointment.
- 4.2.2** a detailed Contributions Dossier (template available on the NOSM website), clearly outlining the clinical and non-clinical teaching and other academic contributions, over the assessed years with a particular focus on the last five years.
- 4.2.3** if applicable, a copy of the research and creative works (portfolio) the applicant wishes to have considered in the examination of the application, it being understood that the applicant may attach a clear and detailed description of these works when the works are such that their physical submission is not practical.
- 4.2.4** copies of learner evaluations particularly from the last five years.

For promotion to Assistant or Associate Professor, the names of no fewer than three, NOSM faculty member referees, whom the NOSM Section Chair will request to provide written references for the applicant's promotion application. The referees will be forwarded a copy of the NOSM Promotion Policy and a complete copy of the applicant's promotion package to assist in preparing their response. The Associate Dean of Faculty Affairs, a Section Chair, the Division Head of Clinical Sciences and members of the Promotions Committee cannot be referees. The Section Chair may either select or request that the applicant provide an additional two referees who are NOSM faculty members and at arm's length with respect to the applicant. If the additional referees are selected by the Section Chair, prior to requesting the additional reference letters, the applicant will be notified of the names of the additional referees and asked to declare any potential conflicts of interest.

For promotion to Professor, the names and addresses of four external referees (at least two of whom are from outside the host universities) qualified to assess the research and creative works of the applicant, of which two will be chosen by the Section Chair or Division Head. Up to an additional two external referees shall be chosen by the Division Head, after consultation with the Section Chair. An external referee must have expertise to enable a critical evaluation of the applicant, and be at arms' length with respect to the applicant. The external referee cannot be a NOSM faculty member: a member of the Promotions Committee, Program Director, the applicant's Masters, Ph.D., or postdoctoral supervisor; or, a research collaborator. Faculty members from host universities, Lakehead or Laurentian, are allowed, as are employment supervisors who meet the criteria stated above.

The Division Head will forward the Promotions Policy, a copy of the applicant's promotion application, including, but not limited to, research and creative works, to the external referees and request a written opinion.

The Division Head shall prepare summaries of the assessments by the four external assessors without identification of the authors for transmission to the applicant; and with identification of the authors to the Promotion Committee. The Division Head's assessment summaries will be made available to the applicants and the Chair of the Promotions Committee at least five working days before the Promotions Committee considers a given application.

For promotion to all ranks, the Division Head in consultation with the Section Chair will prepare an assessment/recommendation for each applicant for promotion and forward this to the Promotions Committee.

The Promotions Committee shall study each application and all relevant documentation and shall decide whether the criteria for promotion have been met. Recommendations and decisions about the quality and quantity of activities shall be based on documentation in the applicant's application for promotion file and the recommendation of the Section Chair/Division Head. The Promotions Committee has the right to request further documentation or information relative to the application.

4.2.2 Criteria & Assessment for Promotion

The following criteria are to be viewed as guidelines to assist in assessing the various contributions of Clinical Faculty members:

- the nature and scope of past teaching activities particularly in the past five years or since last appointment;
- clinical competence;
- the nature and scope of research and scholarly activity, particularly in the past five years or since last appointment;
- administrative responsibilities particularly in the past five years or since last appointment;
- contribution to the community engaged, distributed learning model of medical education and research employed at the School.

Demonstrated satisfactory activity in the majority of the criteria or excellence in one or more areas may provide justification for promotion. It is the responsibility of the applicant to be aware of the aforementioned criteria.

To meet the criteria for promotion, the applicant shall provide evidence of a cumulative record of academic, clinical, administrative and scholarly performance appropriate to the rank being sought and shall meet all criteria for initial appointment to the rank.

a) Teaching and Assessment of Teaching

Teaching includes lecturing, activity in seminars and tutorials, individual and group discussion, laboratory, bedside and clinical teaching and any other means by which learners derive educational benefit.

Teaching effectiveness is demonstrated by the degree to which the faculty member is able to stimulate and challenge learners, to communicate/demonstrate material effectively, and to maintain a mastery of his or her subject areas. It also involves influencing the intellectual, scholarly and clinical development of learners.

Written assessments of the applicant's teaching effectiveness will be prepared in accordance with the NOSM Policy and Procedure for Evaluation of Faculty and presented to the Promotions Committee as part of the applicant's promotion application.

b) Clinical Competence

A high degree of competence is expected of all Clinical Faculty. Maintenance of clinical competence as professionally mandated will be expected. The documented development of special interests and expertise is important and the development of new techniques and approaches will receive high weighting for promotion in clinical disciplines, particularly as they have an impact on the practice of other clinicians.

c) Research & Scholarly Activity

Research Activity in the broadest sense, as a primary investigator, or in collaborative studies, will contribute to, but not be necessary for promotion except to the rank of Professor. Research may include quality assurance activities. Basic or bench research activity is not a requirement for Clinical Faculty members. It is expected that the quantity and quality of research will increase as faculty progress through the ranks. Research and Scholarly Activity is integral to NOSM's mandate of community engaged education and research and should receive special consideration by the Committee

Scholarly Activity consists of, but is not limited to:

- a) such activities as memberships on provincial or national advisory committees, guideline development committees and presentation and attendance of scientific meetings. It may also include active participation in journal clubs and professional development activities.
- b) the writing or editing and publication of books, textbooks, journals and articles:
- c) the writing of case studies
- d) the development of teaching/library materials
- e) literary and artistic works appropriate to one's discipline
- f) written and oral reports prepared for community and government institutions
- g) community engaged scholarship

Consideration should be given to Boyer's definition of scholarship, for purposes of assessment of Clinical Faculty and if relevant for Human and Medical Sciences Faculty. See Appendix B.

d) Administrative Activity, Service to the School and Academic Community:

It is expected that each faculty member will contribute to the administrative activities of their Section, the School and their professional organizations. Greater participation in this sphere is typical as a faculty member progresses in rank. Administration may include organization of courses or parts thereof, service on hospital, School and professional organization committees, responsibility for special programs and formal administrative posts.

5. The Joint and Stipendiary Faculty Promotions Committee

The Committee shall consist of nine members. The Chair shall be elected by the Committee at its first meeting, no later than **October 31** of the Academic Year. Members serving on the committee must be familiar with and have received training in employment equity. The membership is as follows:

- i. Two members shall be appointed by the Dean or his designate and should generally hold, or have held, senior academic administrative appointments at NOSM. One of these appointees shall be a physician.

- ii. Three members, one from each of the Divisions of Human Sciences, Medical Sciences and Clinical Sciences, who shall be non-physician faculty (with a rank of Assistant Professor or higher), chosen by the NOSM Faculty and Staff Association. The Associate Dean, Faculty Affairs shall be advised of the members no later than August 30.
- iii. Four members shall be physician faculty within the Division of Clinical Sciences (with a rank of Assistant Professor or higher) and shall be chosen by Physicians Clinical Teachers Association (PCTA). The Associate Dean, Faculty Affairs shall be advised of the members no later than August 30.

Division Heads from Clinical, Human and Medical Sciences may not be on the Committee.

Quorum shall consist of no fewer than five members and must include at least one member from each of the above groups.

The membership of the Committee will be published on the Faculty Affairs website and made known to the applicants.

The deliberations of the Committee, and the appraisals presented to it, will remain confidential. A clear written record shall be kept by all promotions committees of the basis for each recommendation.

6. Recommendations to the Dean

When the Promotions Committee has completed its inquiries and deliberations, the Committee Chair will forward to the Dean, the Committee's recommendation, including all relevant documentation, including written comments and evaluations from the applicant's peers, the Section Chair and/or the Division Head and in the case of applications to Professor, external referees.

Within 20 working days of receiving the recommendation of the Promotions Committee, the Dean shall confirm or refer back, the recommendation. If it is referred back, the Dean shall state in writing to the Promotions Committee, the reasons for the action. If required, the Promotions Committee must re-examine and address the Dean's concerns within fifteen working days. In making a final decision whether to promote, the Dean shall also take into consideration any representations made by the faculty member as well as the response of the Promotions Committee to the specific concerns expressed. The decision of the Dean whether or not to promote will be communicated in writing by the Dean to the faculty member with a copy to the Chair of the Promotions Committee.

7. Conflict of Interest

At least ten working days before the Promotions Committee or Appeal Committee considers individual cases, the Chair of the respective Committee will notify the applicant/appellant, as appropriate, of the Promotions or Appeal Committee members and request that the applicant/appellant declare in writing whether there is a perceived conflict of interest with any member of the respective Committee and shall include sufficient detail to allow either Committee to assess the merits of the claim. It is the responsibility of the Chair of the respective Committee to ensure that each applicant/appellant completes this declaration before his/her case is heard. An applicant/appellant will not be permitted to declare a conflict of interest once the Promotions or Appeal Committee has started to discuss the particular case.

A member of the Promotions or Appeal Committee may also declare a conflict of interest with the applicant/ appellant and may withdraw from the respective Committee in that particular case.

In the event that a member of the Promotions or Appeal Committee perceives a conflict of interest that has not been declared by either the applicant/appellant or a member of the Committee, the Chair may raise the matter with the member, the Committee and/or the applicant/appellant.

The Promotions or Appeal Committee will vote on the issue and if at least three members of the Promotions Committee or two members of the Appeal Committee confirm that a conflict of interest does exist, an alternate will be selected by the Chair of the Promotions or Appeal Committee.

In arriving at a decision on conflicts of interest, the Promotion or Appeal Committee will be guided by the following principles:

- i. A conflict of interest occurs when a person has a duty to fairly decide or vote on an issue and there is a reasonable presumption that the person stands to benefit or be harmed from a certain resolution of the issue.
- ii. In the context of collegial decision making, prior service in the same department or school, joint service on School, University, Hospital or PCTA or NOSM Faculty and Staff Association committees or other normal acquaintance by itself does not constitute grounds for the presumption of a conflict of interest.

8. Appeal Procedures and Grounds for Appeal

Appeals against the denial of promotion may be launched on one or more of the following grounds:

- i. that the established process was not properly followed on grounds of a procedural irregularity,
- ii. that promotion criteria were incorrectly applied, or
- iii. that natural justice was denied

Appeals must be filed in writing to the Office of the Dean within ten working days of receipt of the notice of denial of promotion from the Dean.

The Office of the Dean or his designate shall establish an Appeal Committee within twenty working days of the receipt of the written intention to appeal by the applicant.

Appeals against the denial of promotion will follow the Joint and Stipendiary Faculty Appeal Procedure.

9. Reference documents

- i. Boyer's Definition – Appendix B
- ii. Joint and Stipendiary Faculty Appeal Procedure
- iii. Joint and Stipendiary Faculty Promotions Committee Terms of Reference
- iv. Promotions How To Guide
- v. Promotions Application
- vi. NOSM By-law

10. Getting Assistance

Enquiries about this policy should be directed to:

Office of Faculty Affairs
Northern Ontario School of Medicine
Telephone 1-877-678-7358

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Version	Date	Authors/Comments
V1.0	June 22, 2011	Approved by the Board Executive Committee on behalf of the Board of Directors
V1.1	November 30, 2012	Amendment – Visiting Professors Approved by the Board of Directors
V2.0	May 9, 2014	Recommendation to split NOSM Faculty Appointment, Reappointment, Promotion and Appeals Policy into more manageable documents. Approved with edits by Academic Council on April 10, 2014.
V3.0	Feb 26, 2016 pending	Amendment to eligibility criteria Definition of Arm's Length

Promotion Calendar and Timeline for applicants

Prior to June 1	The applicant requests in writing to the Office of Faculty Affairs a consultative meeting with the appropriate Division Head/Section Chair to review their promotion application and supporting documents. For Clinical Sciences Faculty members, an invitation to apply for promotion will be sent out in the Spring.
Prior to July 1	<u>For Medical and Human Sciences Faculty:</u> If the applicants request in writing prior to July 1, the Division Head will review the application and prepare a preliminary written assessment based on the relevant criteria
By Sept 30	Applicants submit their final, completed promotion application and supporting documents to the Office of Faculty Affairs. Applications that are missing documents will be considered incomplete and will not be considered for promotion.
By Dec 31	<u>For Medical and Human Sciences Faculty:</u> The Division Head will prepare an assessment/recommendation for each applicant for promotion and forward this to the Chair of the Promotions Committee
IN THE YEAR FOLLOWING	
By May 30	The Chair of the Promotions Committee provides the Dean with written notice of the Committee's recommendations.
By June 30	Recommendations are conveyed to the applicant
July 1	If approved by the Dean the applicant's promotion becomes effective

Scholarly Activity

(For the purposes of the Policy and Procedures Governing Joint and Stipendiary Faculty Promotions)

Boyer's Dimensions of Scholarship is a useful guide for the promotion committee and those involved in the appointment process to assess the scholarship of faculty members applying for promotion.

The scholarship of teaching includes transmitting, transforming and extending knowledge.

The scholarship of discovery refers to the pursuit of inquiry and investigation in search of new knowledge.

The scholarship of integration consists of making connections across disciplines and, through synthesis, advancing what we know.

The scholarship of application asks how knowledge can be practically applied in a dynamic process whereby new understanding emerge from the act of applying knowledge through ongoing cycle of theory to practice to theory.

The scholarship of engagement connects any of the above dimensions of scholarship to the understanding and solving of processing social, civic and ethical problems.

Scholarly activity will have been demonstrated when:

The faculty member, sets clear goals, uses appropriate methods, demonstrates significant results, makes an effective presentation of the work, the work can be replicated, documented or peer reviewed and the work has significant impact.

Community Engaged Scholarship is integral to NOSM's mandate of community engaged education and research.

Scholarship in these circumstances requires students, faculty members and community partners to listen to one another, arrive at solutions to manual problems creatively in a community setting, and to work together to implement solutions.

There are at least three types of products arising from community engaged scholarships that may be useful in the evaluation of a faculty member's scholarship.

- i. Peer reviewed articles
- ii. Applied products. These products strengthen ties between academics and practice. They enable faculty to apply disciplinary knowledge to practice. They can be evaluated by; the extent to which they require a high level of discipline related expertise; are innovative; have been implemented; impact learners, organizational or community capacity; or the health of individuals or communities.
- iii. Community Dissemination Products, such as, community forums, presentation to community leaders or policy makers.

Reference:

Glassick, Charles E PhD (2000). [Boyer's Expanded Definitions of Scholarship, the Standards for Assessing Scholarship, and the Elusiveness of the Scholarship of Teaching](#), *Academic Medicine*, 75(9) 877-880.