Movin' on up: An Introduction to the NOSM Joint and Stipendiary Faculty Promotions Process

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Conflict Disclosure Information:

Presenter: Dr M Reade

Title of Presentation: Movin' on up: An introduction the NOSM promotions process

I have no financial or personal relationships to disclose

Conflict Disclosure Information:

- **Presenter: A Arella**
- **Title of Presentation: Movin' On Up**
- **Has no financial or personal relationships to disclose**

Objectives

1. Describe the NOSM promotion process.
2. Assess essential elements of a successful application at each level from Assistant Professor to Professor.
3. Discuss specific requirements for promotion: consider seeking promotion and/or joining the committee.

Pros and Cons of Promotion

Cons

- You'll need new business cards
- TIME to prepare your application
- No impact upon teaching compensation rate

Pros

- You need new business cards anyway
- A great reason to update your CV and portfolio
- Promotion often transferable to other schools
- Get recognized by peers
- Get credit for the good work as teacher, mentor, clinician in your community
- Impacts remuneration of physician administrative roles
- Opportunity for self-reflection
- Strengthen your position in research proposals

Initial Academic Rank

- Recommendation made by Associate Dean, Faculty Affairs in consultation with Section Chair
- Division Head in consult with Section Chair makes recommendation to Dean
- Considers qualifications, experience and achievements
- If appointment exists at another University, NOSM assigns same rank

NOSM Promotions – the Theory!

- Recognition of problems within promotion tracks at Academic Medical Centres since the 90s.
- "Documentation systems can provide the framework for organizing educational efforts"(Fleming et al, 2005).
- Publications still the main focus in many centres.
  - a call to "create a contemporary formula that incorporates innovative educational projects as part of the faculty promotion process". (Booth & Gehrie, 2016)
- How to adequately assess the roles of...
  - clinician-researcher
  - clinician-educator
  - clinician-leader

NOSM Promotions Committee Policies & Procedures History

- Promotion language from 2005 Faculty Handbook guided development
- Reviewed & amended by Faculty Affairs, Physician Clinical Teachers Association and the NOSM Faculty and Staff Association
- Approved by Academic Council and the NOSM Board of Directors, June 2011
- Updated with input from Promotions Committee, Faculty Association, PCTA, Division Heads & Section Chairs; Approved by Academic Council May 2016. The updated Promotions Policy includes a definition of community engaged scholarly activity.

Promotions Committee Activity

Chair	Year	Reviewed	Promoted
Dr. J. Haggarty	2011/12	21	16
Dr. Barb Zelek	2012/13	18	12
Dr. Barb Zelek	2013/14	22	20
Dr. David MacLean	2014/15	19	15
Dr. David MacLean	2015/16	32	18
Dr. Owen Prowse	2016/17	23	14
Dr. Owen Prowse	2017/18	15	12
Dr. Maurianne Reade	2018/19	--	--
	Total to date	150	107

Promotions committee Membership

Section 6.3 Promotions Policy

- 4 members of the Physician Clinical Teachers Association
  - Dr Maurianne Reade
  - Dr Ella Goodman
  - Dr Sarah Facca
  - Dr Anil Joseph
- 2 members of the Northern Ontario School of Medicine
  - Dr Penny Moody Corbett
  - Dr Owen Prowse
- 3 members of NOSM Faculty and Staff Association member
  - Dr Jennifer Lemon
  - Dr. Chimere Okoronwko
  - Mr. Christopher Winn

Promotions Committee Timeline

- Member recruitment – August/September
- First meeting to review membership, policy, processes (including conflict of interest) – November
- Promotion applications reviewed & meetings – December to March
- Recommendations to Dean – May 30
- The Dean strives to notify applicants – within 30 days
- Announcement at Northern Constellations - **the following year**

Promotions Committee Responsibilities

Committee members:

- receive documentation (Dropbox)
- review (3-4) applications prior to each scheduled meeting
- discuss applications & make recommendations for/against promotion

Minimum of 5 members must review each application for promotion; at least 1 rep of each committee subgroup(PCTA, NOSM, NOSM Faculty & Staff Association)

Sounds easy?... Time to apply!

- Base criteria for each level
- 4 Domains reviewed for promotion
- Tips for success

Base Criteria - Assistant Professor

- Has an MD degree, a master's degree, a professional health degree
  - If the candidate does not have the degree but has professional experience sufficient to allow a contribution to the school, explain why the candidate's background merits promotion.
- The candidate has provided academic contribution over AT LEAST a 5 year period (**exceptional** performance can reduce the requirement).
- **>/=50% of candidate's contributions must be to NOSM**

Base Criteria - Associate Professor

- Has an MD degree, a master's degree, a professional health degree
  - If the candidate does not have the degree but has professional experience sufficient to allow a contribution to the school, explain why the candidate's background merits promotion.
- The candidate has AT LEAST 5 years of experience at the Assistant Professor rank (**exceptional** performance as an Assistant Professor can reduce the requirement to 4 years).
- **>/=50% of candidate's contributions must be to NOSM**

Base Criteria - Professor

- Has an M.D. degree, another health professional degree, a Master's degree
  - If the candidate does not have the degree but has professional experience sufficient to allow a contribution to the school, explain why the candidate's background merits promotion.
- The candidate has **AT LEAST** 5 years of experience at the rank of Associate Professor rank (**exceptional** achievement while an Associate Professor could reduce this experience requirement to 4 years)
- **>/=50% of candidate's contributions must be to NOSM**

I want to apply! Now what? Timeline for Applicants

- Notice to eligible Faculty regarding promotions – February
- A meeting with Section Chair or Division Head (if no Section Chair) to review your application **before** applying is required – request due by June 1st
- Application deadline – **September 30th**
- Applicants will receive a conflict of interest letter (re: Promotion Committee members)

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Timeline for Applicants

- Section Chair in consult with Division Head will choose 3 Division members to provide written assessments of applicant
- Division Head/Section chair makes recommendation to committee – should this applicant receive promotion to higher rank – by December 31st.
- Promotion Committee meetings – Dec. to March
- Recommendations to Dean – May 30
- Dean strives to notify applicants – within 30 days
- Announcement at Northern Constellations - **the following year (April)**

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Working through the application

- Application for promotion Clinical Sciences Division instructions
- Cover letter and updated curriculum vitae
- Contributions dossier (your own or the NOSM version available on website at www.nosm.ca)
- Learner evaluations – recent
- Copy of research/ creative works*
- Referees –
  - 3 for Assistant & Associate
  - 4 External for Professor

Mixed methodology research…About you

www.nosm.ca

Cover letter

- Time to show off and highlight your strengths
- If there are deficient areas, highlight these in your cover letter and provide a valid explanation
- See cover letter template

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Updated CV

- Keep one on file, consider updating yearly
- See template CV available on the Faculty Promotion Application Information page – *Don't Panic-14 pages*
- Includes formats for publications & presentations
  - **Journal Articles**
  - [Presented in reverse chronological order]
  - 1. [Author(s) – ***CV holder's name bolded***], [Title of article], [Journal name], [Rest of citation], [Status – *only if in press*], Impact Factor [Impact Factor], (Trainee Publication, [Trainee Details] – *only if it is a trainee publication*). **[Role]**.

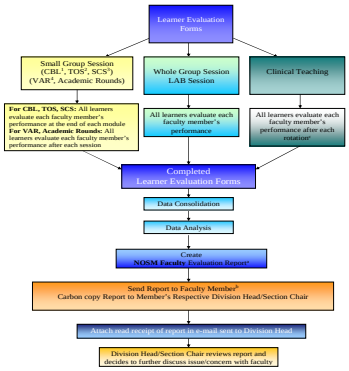
Contributions Dossier

- Academic teaching sessions
  - WGC, DTS, VARS, SCS, LAB, TOS etc.
  - But I haven't kept track…
- Clinical teaching days
  - Actual # of days? Do your best; provide an explanation if you do not know specifics
  - NOSM contact (UME Jennifer Maxfield, PGE Rachel Schaaf)
- Curriculum development
- Administrative, Research & Scholarly work-summary/highlights

Teaching Activity Learner Evaluations

- Current NOSM process regarding learner evaluations

NOSM Evaluation Process



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NOSM Faculty Evaluation Process

[1]CBL: Case Based Learning
[2]TOS: Topic-Oriented Session
[3]SCS: Structured Clinical Session
[4]VAR: Virtual Academic Round

[a]Teaching evaluations are not made available to learners or the public (distribution is exclusively to the faculty member and Division Head/Section Chair)

[b]Peer evaluations of teaching shall be confidential material, to be examined only by the Member, the Member's Division Head/Section Chair, and if the Member wishes it, the Associate Dean FA.

[c]Phase 3 students evaluate physician teacher and faculty member for academic rounds on a 4-week rotation schedule. Phase 2, 3 and residents evaluate physician teacher on a monthly basis, but may evaluate more than one faculty member during this time period.

Division Heads/Section Chairs are free to comment on peer and learner evaluations of teaching in general terms in their letters of reference.

Recent learner evaluations
Where do I get these?
- debbie.reed@nosm.ca is your friend

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Referees – Assistant & Associate Professor Applicants

- Provide 3 names of referees
- The Associate Dean of Faculty Affairs, a Section Chair, the Division Head of Clinical Sciences and members of the Promotions Committee **cannot** be referees.
- Dawn Grover (Clinical Sciences Coordinator) will contact them to write reference letter
- Template provided to make this easy

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Referees – Professor applicants

- Applicants suggests 4 **external** referees qualified to assess the research and creative works of the applicant (external = not NOSM faculty - at least 2 of the referees must be from outside the host universities)
- 2 will be chosen
- 2 additional **external** referees are selected by the Division Head (must have expertise to enable a critical evaluation of the candidate, and be at arms length with respect to the candidate.)
- **External** referees cannot be a NOSM faculty member, a Promotion Committee member, the applicant's Masters, Ph.D., or postdoctoral supervisor, or a research collaborator.
- Faculty members from host universities (Lakehead & Laurentian) are allowed, as are employment supervisors who meet the criteria stated above.

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Domains reviewed for promotion

- Teaching Activity
- Clinical Competence
- Administration
- Scholarly Activity (Boyer's definition of community engaged scholarly activity)

The criteria for competent performance in all spheres are applied with increasing stringency as experience and rank increases.

Teaching Activity

Academic and/or clinical teaching:

- Contributions Dossier
- Learner evaluations
- Referee letters
- Participation in faculty development.

Innovative teaching methods include:

- Flipped classroom
- Podcasts for learners
- Simulation
- Others?

Clinical Competence

Will be assessed by:

- Letters of reference
- Participation in continuing education
- Development of special interests and expertise
- Development of innovative techniques, approaches & procedures
  - significant value particularly due to impact on the practice of other clinicians
- Meeting requirements of professional bodies: CFPC & RCPSC

Administration

- Contribution to administrative activities at NOSM or to outside professional bodies
- Organization of courses, service on hospital, NOSM and professional organization committees
- Summary in dossier; details in CV

Scholarly Activity

- Research, publications, scholarly presentations, grantsmanship, editorial responsibilities, curriculum development and review, etc.
- Research may include quality assurance activities
- "Basic or bench research activity is not a requirement for Clinical Faculty members"
  … but strong research may be used to offset lesser activity in another area
- Summary or highlights in Contributions Dossier, details in CV

Scholarly Activity includes Creative works..

medpagetoday's KevinMD.com
Social media's leading physician voice

How I used Twitter to get promoted in academic medicine

DAVID R. STUKUS, MD | SOCIAL MEDIA | OCTOBER 9, 2016

159 SHARES

Tips for Success -background

- A How to Apply For Promotion Guide is essential reading.
  - The Guide can be found on the NOSM Faculty Promotion Application and Information page.
- The Contributions Dossier is an excellent resource to jog an applicant's memory about his/her contributions.
  - **The Committee needs to see this document**. It's **not** optional.
- Section Chairs are a great resource. Use their expertise.
- Applying for promotion is not like competing in a race. Take your time to gather all the necessary documents.
- Be sure to cite your NOSM affiliation and rank in all your scholarly activity
- Consider potential referees carefully

Tips for Success – from Dept. Chairs

- Document & track all activities including objective measures of teaching or clinical success
- Achieve a reputation for excellence
- Publish all scholarly activity
- Get help from a mentor to set & meet your goals & objectives
- Develop an area of expertise of focus for your work
- Be involved in research
- Be actively involved in getting yourself promoted
- Develop curricula or other educational projects

- (Atasoylu et al, 2003)

Tips For Success - paperwork

- If it's time to submit, then submit on time:
  - September 30th!
- Follow guidelines… incomplete applications will be returned for future resubmission.
- Strong cover letter.
- Utilize the templates.
  - CV
  - Use appropriate spelling and grammar. If you need help, get help with editing BEFORE submitting your application.
- Use the How to Apply For Promotions Guide
- Avoid handwritten submissions

Summary

Described the NOSM promotion process.

Reviewed essential elements of a successful application at each level from Assistant Professor to Professor.

Self Assessment and evaluation: Time to apply for promotion? Interested in joining the committee? Barriers?

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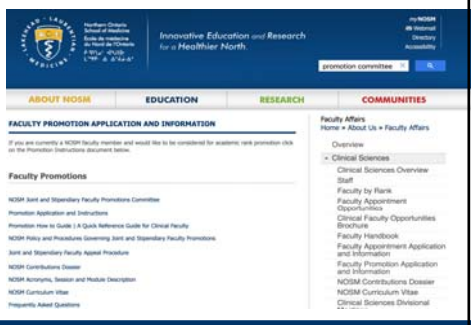
Links/Resources



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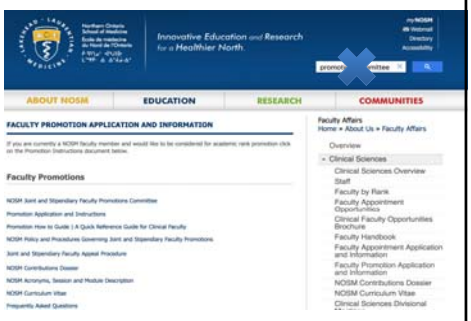

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Links/Resources

- http://www.nosm.ca/uploadedFiles/About_Us/Organization/Academic/Clinical_Sciences/Policy%20Procedures%20Governing%20Jt%20Stipendiary%20Faculty%20Promotions.pdf
- http://www.nosm.ca/csdfacultypromotionapplication/
- http://www.nosm.ca/dossier/
- http://www.nosm.ca/uploadedFiles/About_Us/Organization/Academic/Clinical_Sciences/Promotion%20How%20To%20Guide.pdf

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Questions

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