

## Report of the Academic Promotions Task Force

Document Approved: March 2012  
Revised: March 2014

### Committee

Ingrid Zbieranowski, Chair of the Academic Promotions Task Force &  
current Chair, LMP Promotions Committee  
Nadia Ismiil, Assistant Professor &  
Director of Continuing Education and Professional Development  
Serge Jothy, Professor & Chief of Laboratory Medicine, St. Michael's Hospital &  
former member of the Decanal Committee  
Susan Richardson, Associate Professor &  
former Chair, LMP Promotions Committee

### Background

The Department of Laboratory Medicine and Pathobiology (LMP) consists of over 275 primary appointed faculty members with diverse backgrounds. A majority of its faculty's interests are in Clinical Biochemistry, Medical Microbiology and Pathology, as well as other sub-specialty areas.

LMP's Strategic Plan 2010-2015 emphasizes the importance of enhancing its role to support the advancement of LMP faculty's academic careers. One of the department's goals is to provide a better understanding of how to best merge career aspirations and interests with requirements for promotion at the University of Toronto.

Common problems identified at the Departmental or Decanal Promotions Committee level over the years have included:

- lack of information provided by the candidate,
- lack of a well organized and focused CV/dossier which follows the Faculty of Medicine guidelines,
- lack of documented evidence to illustrate and support the impact of the scholarly achievements,
- lack of strategic direction/ career planning (i.e. faculty changing areas or planks in the middle of the promotion process needing to re-write their dossier)

The Faculty of Medicine has identified four major areas to be considered for promotion: (1) Research, (2) Creative Professional Activity (CPA), (3) Teaching and Education and (4) Leadership/ Administration. The LMP Academic Promotions Task Force was established with the goal of clarifying the requirements for senior promotion. The Task Force focused on CPA as this is a unique, diverse, and often poorly understood scholarly pathway to promotion that could be very relevant to faculty in LMP. The Task Force's objective was to define the norms and expectations relevant to senior promotion in CPA for LMP faculty. This will assist LMP faculty in the preparation of complete, well-documented CPA dossiers for successful promotion.

### Creative Professional Activity

The Faculty of Medicine recognizes CPA under three broad categories (*from the Faculty of Medicine Manual for Academic Promotion, Section 3.2 Creative Professional Activity, August 2011*):

**1. Professional Innovation and Creative Excellence**

"To demonstrate professional innovation, the candidate must show an instrumental role in the development, introduction and dissemination of an invention, a new technique, a conceptual innovation or an educational program."

**2. Contributions to the Development of Professional Practices**

To demonstrate contribution to the development of professional practices the candidate must show "leadership in the profession, professional organizations, government or regulatory agencies that has influenced standards and/or enhanced the effectiveness of the discipline. Membership and holding office in itself is not considered evidence of CPA."

**3. Exemplary Professional Practice**

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

The LMP Academic Task Force aimed to answer the following questions:

- What does creative professional mean for academic laboratory physicians?
- What kinds of activities should the faculty include in their CV?
- What supporting documents should be included to show evidence of impact?
- What is the difference between promotion to Associate Professor compared to Full Professor?

**Review of CPA Dossiers**

The Task Force reviewed the promotion dossiers (CV and CPA sections) of LMP faculty who were promoted primarily for their achievements in CPA over the last ten years. The Task Force recognized that most faculty will be engaged to some degree in CPA as part of their scholarly work but such baseline activity does not constitute grounds for promotion.

In their review of the dossiers, the Task Force found that successful CPA dossiers:

- described how the activity has influenced important decisions in the field;
- provided strong evidence of impact (eg. citations, commentaries, editorials);
- explained in detail the impact of the work from the perspective of all stakeholders (eg. how did the work influence others in the field, the public, decision making bodies, etc.);
- described how the activity has changed policy-making, organizational decision-making, or clinical practice beyond the candidate's own institution or practice setting;
- demonstrated leadership in the profession, professional organizations, government or regulatory agencies that has influenced standards and/or enhanced the effectiveness of the discipline;
- provided evidence as to how practice is recognized as exemplary by peers and has been emulated or otherwise had an impact on practice;
- (with respect to CPA in education) showed instructional innovation/ creative excellence through new teaching techniques, educational innovations, curriculum development, course planning, evaluation development, publication of scholarly work on education;
- (with respect to CPA in education) showed leadership in the development of professional practice in health professional education.

**Examples of CPA in LMP**

Below, the Task Force has provided some examples of CPA activities by LMP faculty.

	<b>Professional Innovation</b>	<b>Contributions to the Development of Professional Practices</b>
Types of Endeavours:	<p>Development of:</p> <ul style="list-style-type: none"> <li>• inventions, patents and licenses</li> <li>• new techniques</li> <li>• conceptual innovations</li> <li>• educational programs outside the University (e.g. continuing education, patient education)</li> <li>• educational programs inside the University (e.g. new undergraduate curriculum, new postgraduate teaching program, new CEDP for faculty &amp; community based laboratory physicians)</li> <li>• new interprofessional health education programs (e.g. nurses, other health professionals)</li> </ul>	<p>Leadership in the profession, professional organizations, government or regulatory agencies that has influenced standards and/ or enhanced the effectiveness of the discipline. (Membership and holding office in itself is not considered evidence of CPA.)</p> <p>Examples of contributions to the development of professional practice may include:</p> <ul style="list-style-type: none"> <li>• Laboratory Medicine/Clinical Practice Guideline development</li> <li>• Government Health policy development</li> <li>• Consensus conference statements</li> <li>• Regulatory Committees/Expert Panels and setting of standards</li> </ul>
Examples:	<ul style="list-style-type: none"> <li>• development of new diagnostic tests/techniques that influence patient care (eg. new antibody, molecular assay)</li> <li>• development of quality assurance tools or guidelines</li> <li>• development of a variety of reference measurements used to evaluate new clinical equipment</li> <li>• development of an effective public health response to emerging pathogens</li> <li>• development of a vibrant, research-based, infection prevention and control program</li> <li>• development of a provincial or national policy on blood products conservation</li> <li>• development of innovative new techniques in plasmapheresis</li> <li>• development of innovative educational programs/videos</li> <li>• creation of educational programs for community lab physicians and</li> </ul>	<ul style="list-style-type: none"> <li>• participation in advisory decision making bodies</li> <li>• establishment of professional standards, laboratory medicine/clinical practice guidelines (e.g. biomarker testing, diagnosis and management of specific diseases or tumors)</li> <li>• consensus conference statements re: appropriate testing, reporting, etc.</li> <li>• development of guidelines for synoptic reporting</li> <li>• membership/ leadership of regulatory/ quality assurance committees, such as those affiliated with: <ul style="list-style-type: none"> <li>○ QMP-LS</li> <li>○ CCO</li> <li>○ CPSO</li> <li>○ Path2Quality</li> <li>○ CAP</li> </ul> </li> <li>• development of guidelines for resource utilization including</li> </ul>

	<p>clinicians</p> <ul style="list-style-type: none"> <li>• development of community education programs for patients or the general public</li> <li>• establishing needs and course requirements for training laboratory technologists</li> <li>• creation of competency based curriculum/ evaluation for laboratory technologists which results in best practice lab medicine/clinical care</li> <li>• development of the facilities and infrastructure for disease models</li> <li>• development and promotion of translational research capacity and commercialization</li> </ul>	<p>workload measurements and resource allocation issues</p> <ul style="list-style-type: none"> <li>• leadership in consortia, workshops, broadly collaborative major funding initiatives, and organization of research meetings that have had a significant impact on bringing together scientific community at the national and international levels</li> </ul>
--	---	--

Both categories (Professional Innovation and Contributions to the Development of Professional Practices) should lead to **exemplary professional practice** with strong evidence that it has been emulated by others.

**Impact**

Scholarship in CPA for promotion at the **Associate Professor** level must be supported by evidence of an impact (recognition) at the **NATIONAL** level. Scholarship in CPA for promotion at the level of **Full Professor** must be supported by a distinguished **INTERNATIONAL** reputation.

**Summary**

The Task Force noted the important role to be played by the Hospital Chiefs in mentoring their faculty for promotion, especially junior faculty. The Department Chair should work closely with the Hospital Chiefs to identify faculty ready for promotion.

Candidates going forward on the basis of CPA must review the Faculty of Medicine Promotions Manual and are strongly encouraged to attend the Centre for Faculty Development workshop on CPA.

In conclusion, the Task Force recommends candidates to prepare comprehensive and concise CPA dossiers in order for the Departmental Promotions Committee and the Decanal Promotions Committee to properly assess the candidate’s achievements. The dossier must describe the body of work thematically, its level of impact (national/ international) and provide objective evidence of the impact. Candidates must write this section in order for a non-specialist in the field to understand the importance of the work.

## Preparation of the dossier

The Task Force suggested following the Department of Medicine CPA guideline (used with permission) in writing a CPA report.

### 1. Creative Professional Activity Report

The CPA report should give the reader a clear and concise view of the candidate's accomplishments, its impact and the evidence of this impact. Information should:

1. Describe key contribution

A clear and concise description of what the candidate has accomplished **since his/her last promotion** (if there is more than one accomplishment that has had a major impact, describe each one separately). It may be necessary for the candidate to provide a bit of background so a reader who is not in the field of investigation understands the context in which the accomplishments can best be understood.

2. Distinguish accomplishments by specifying whether it is a **professional innovation** or a **contribution to the development of professional practice**.

3. Describe clearly the candidate's role in this development.

4. What was the impact?

Include stakeholders (clinicians, hospital staff, public) and the level of impact or influence – local, national or international position.

5. A brief description of how this accomplishment showed exemplary professional practice (e.g. was it adopted by other institutions, etc.)

6. Address the sustainability of the work.

What is the vision for the future? Address funding sustainability if applicable.

7. Attach evidence/ proof of impact

Invitations to address major conferences, conference organization activities, peer-reviewed publications, website, workshops, uptake of your program, new collaborations, etc. Editorials that illustrate international impact of publication, review articles referring to work, symposium presentation, samples of media reports and news clippings, membership in think-tank organizations

8. Special awards and recognition received as a result of your work

### 2. Getting Started – A Template for Doing the Analysis of Your CPA and its Impact

What are your <b>major accomplishments</b> (define within a max. of 3 major themes) since your last promotion	
---	--

What <b>steps</b> did you take towards achieving this goal?	
What was the <b>impact</b> ? (national/international)	
What <b>evidence</b> do you have of impact? Referenced in narrative and supported by appendices. Match references to narrative	

### 3. CPA DOSSIER: APPENDICES

Suggested potential evidence for impact of your work:

- List of scholarly peer reviewed publications – 1st page of journal article ONLY
- List of Non-peer reviewed and lay publications - 1st page of article ONLY
- List of Books, chapters, website urls, videos – front screen print, front cover/table of contents ISBN number Monographs - front cover/table of contents
- List of invitations to scholarly meetings, workshops - Letters of invitation
- Documentation (1st page/front cover as a rule) of invited speaking engagements organized into National and International categories
- List of lay meetings or talks with media and lay publications - Letters of invitation (1st page/front cover as a rule) of invited speaking engagements
- List of guideline consensus conference proceedings – front page/table of contents
- List of presentations to regulatory bodies, government etc. – front page/table of contents
- List of roles in professional organizations (there must be documentation of the creative contributions to the professional organization provided in the CPA Introduction)
- List of memberships on editorial boards
- List of awards of recognition - Award Announcement