Medical Faculty Promotion Information

for

Provincial Heads

Please note: This information is relevant for all medical faculty, regardless of external clinical income source. It does not apply to faculty members in scope of the University of Saskatchewan Faculty Association (USFA)

March 1, 2018
Contents

Introduction: ................................................................................................................................................. 4
Important reminders: ................................................................................................................................. 4
Timelines for promotion: ........................................................................................................................... 6
Departmental Promotions Committee: ..................................................................................................... 6
Review period: ........................................................................................................................................... 8
Promotion standards: ................................................................................................................................. 8
Category 5 notes: ....................................................................................................................................... 9
Promotion case files: ................................................................................................................................. 10
Appendix 1: DH statement of recommendation (sample) ... request at: medicine.facultyaffairs@usask.ca
Appendix 2: Colleague’s letter of support (sample) ............ request at: medicine.facultyaffairs@usask.ca
Introduction:

This booklet contains information you may find helpful as you guide your medical faculty through the promotion process. It is intended to supplement your current knowledge and experience, and to provide you with some tools that can be adapted as you see fit. While some of this information has already been published on the College of Medicine website, there are parts that are quite specific to your role as Provincial Head, as you provide advice and assistance to medical faculty department members interested in seeking promotion.

Important reminders:

There are several things that need early recognition:

- First, a reminder of the definition we use for medical faculty:

  **Medical faculty**, or medical faculty appointees, are licensed Saskatchewan physicians (MD or equivalent) or Clinical PhDs, holding clinical appointments within the Saskatchewan Health Authority (SHA) as well as academic appointments in departments or divisions within the College of Medicine, University of Saskatchewan.[1]

  [1] A few medical faculty appointees might have purely administrative clinical/organizational responsibilities without being personally responsible for the care or shared care of an identifiable patient. See explanations under sections 5.1 and 7.5.1 of the Procedures Manual for Medical Faculty for other minor exceptions to this definition.

  You may note that this definition seems like it would apply to all clinical faculty in your department, including those who remain members of USFA and employees of the University of Saskatchewan. It does not. As indicated on the cover page, this booklet applies only to medical faculty who are not university employees and who are not subject to governance under the University-USFA Collective Agreement.

- The information in this booklet does not apply to USFA faculty seeking tenure or renewal of probation. If you have such faculty in your department, you MUST follow the rules laid out in section 15 of the Collective Agreement. Tenure and probation has no relevance for medical faculty appointees.

- Many processes have changed for most of our clinical faculty. With the formal adoption of the Policy for Medical Faculty in June 2017, and with the subsequent approval of the Procedures Manual for Medical Faculty, we no longer make distinctions between “university faculty” and “community faculty.” Similarly, we no longer distinguish between “full-time faculty” and “part-time faculty.” We have discontinued use of these descriptors entirely, as all of our faculty are now considered university faculty – this concept forms the basis of our college’s “One Faculty” model.

- We no longer link faculty appointment to payment modality. Faculty appointments are granted in our college by the university on the basis of a demonstrable match between academic need and qualified practitioner willingness. The way in which the college might compensate faculty for their academic contributions is an entirely separate matter from faculty appointment.
A new governance and administrative oversight model is in place for medical faculty. This model recognizes medical faculty as legitimate university faculty, with typical academic rights and responsibilities. One of those rights is the right to seek academic promotion. Consistent with that right and with the One Faculty model, the college has chosen to adopt one common set of promotion standards for all college faculty, except for faculty in the School of Rehabilitation Science and faculty with Academic Programming Appointments (these two groups of faculty each have their own promotion standards). There are no longer separate sets of promotion standards for in-scope faculty and out-of-scope faculty.

As Provincial Heads, your responsibilities with respect to managing the promotion process are very similar for medical faculty and USFA faculty. Not all clinical departments have USFA faculty members, but some do: these may include biomedical science faculty, population health science faculty, associated health discipline faculty, or clinical faculty who remain employees of the University of Saskatchewan. However, the details of the promotion process differ slightly because administrative governance is different for these two major groups. In-scope faculty processes are governed according to the Collective Agreement, while medical faculty processes are governed according to the Procedures Manual for Medical Faculty.

Neither the Collective Agreement nor the Procedures Manual for Medical Faculty contain the college’s promotion standards – they can be found here as well as under the ‘Faculty’ tab on the college website. However, section 9 of the Procedures Manual describes guidelines for the promotion process, including the structure of departmental promotions committees.

Some aspects of the promotion process for medical faculty are left to the discretion of the departmental promotions committee and the Provincial Head. However, it is advantageous to view the process as being very similar to the one with which you may already be familiar, as applied to USFA faculty. After being reviewed by the departmental committee, all promotion cases, including those belonging to medical faculty, are then reviewed by the College Review Committee. The CRC will treat all case files the same, regardless of any process differences at the departmental review level. For medical faculty cases involving promotion to full professor, the case file then proceeds to the University Review Committee, where again it is received and reviewed no differently than any other case file.

It is your responsibility as Provincial Head to have an initial discussion with any faculty appointee who indicates an interest in promotion. The promotion standards should be reviewed with the candidate in conjunction with their CV, teaching record, and scholarly activity record. While having this discussion and reviewing the expectations shown in the tables contained within the standards, it will become clear whether you should encourage the candidate to begin assembly of a promotion case file. In some cases, you will advise that it is too early to seek promotion and that the candidate needs to focus on specific criteria before submitting a case file in the following year or thereafter. Departmental promotions committees should not be convened to consider cases you have already deemed unlikely to succeed.

Please refer your interested faculty to the Faculty > Medical Faculty > My promotion portion of the college website for detailed information.
Timelines for promotion:

Medical faculty are not required to seek promotion within any given period of time following initial appointment. Academic advancement should always be encouraged, but many medical faculty will remain active contributors at the assistant professor rank for their entire careers. For those choosing to seek promotion, we have adopted the same timelines that have long been in place for USFA faculty. This simplifies the entire process and avoids the need to convene the departmental promotions committee at various times throughout the year. It also simplifies the work undertaken by the CRC, as all promotion cases will be reviewed during the same period annually. Finally, adopting the usual university timelines will fit better with the URC’s agenda and operations.

Current timelines are:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>by June 15</td>
<td>Candidate advises Department Head of decision to seek or not seek promotion</td>
</tr>
<tr>
<td>by August 1</td>
<td>Candidate provides case file information in support of promotion</td>
</tr>
<tr>
<td>by Oct. 21</td>
<td>Departmental promotions committee shall consider case and make</td>
</tr>
<tr>
<td></td>
<td>recommendation to the College Review Committee</td>
</tr>
<tr>
<td>by Dec. 7</td>
<td>College Review Committee shall consider case and make recommendation</td>
</tr>
<tr>
<td></td>
<td>to the University Review Committee*</td>
</tr>
<tr>
<td>by Feb. 15</td>
<td>The University Review Committee considers all cases and submits its</td>
</tr>
<tr>
<td></td>
<td>recommendations to the President for transmission to the Board of</td>
</tr>
<tr>
<td></td>
<td>Governors</td>
</tr>
<tr>
<td>by March 31</td>
<td>The President advises all candidates of the decision of the Board,</td>
</tr>
<tr>
<td></td>
<td>except those pending before the Promotion Appeals Committee</td>
</tr>
<tr>
<td>by April 15</td>
<td>The Promotions Appeal Committee considers all appeals and submits its</td>
</tr>
<tr>
<td></td>
<td>positive recommendations to the President for transmission to the</td>
</tr>
<tr>
<td></td>
<td>Board</td>
</tr>
<tr>
<td>by May 15</td>
<td>The Board considers all cases for promotion and the President advises</td>
</tr>
<tr>
<td></td>
<td>all candidates of the Board’s decision</td>
</tr>
</tbody>
</table>

* The CRC is the final committee to make promotion recommendations for candidates seeking promotion to Associate Professor. Those recommendations are sent directly to the President, for transmission to the university’s Board. For candidates seeking promotion to full Professor, the URC receives CRC’s recommendation and then reviews the case file again, making its own recommendation to the President. In either case, the final timeline remains the same.

Departmental Promotions Committee:

If you do not already have one, or if it is not properly constructed for these purposes, you will need to establish a departmental promotions committee. You are encouraged to use department members from around the province, including rural locations as applicable. Whenever possible, committee membership should change on a revolving basis, allowing new members to experience the process. Revolving membership should be overlapping: the entire committee should never be replaced with a new committee. Committee membership should be determined by department members in open discussion or through election.
If unable to assemble a large enough committee holding academic rank above that held by the candidate, you must ask for assistance from the College Review Committee (contact medicine.facultyaffairs@usask.ca) or from other clinical department heads. Typically, qualified faculty from other clinical departments will then be co-opted to bring the membership of your promotions committee up to a minimum of 5 members.

The role of a departmental promotions committee is to evaluate a colleague’s readiness to be granted a promotion in academic rank. As such, committee members must be familiar with the departmental and college promotion standards and must have attained an academic rank above that of the applicant seeking promotion. While the college’s standards for promotion apply to all CoM faculty, there are certain parts regarding tenure and renewal of probation that do not apply to your medical faculty. This is all clearly noted in the standards.

In addition to determining whether candidates meet the requirements and perform the roles required for medical faculty seeking promotion, the departmental promotions committees should:

- be chaired by the DH, irrespective of the DH’s academic rank
- have at least five members in addition to the chair
- be composed of members holding rank as described in footnote 1, below
- not include the DH if it is the DH seeking promotion, in which case the committee should be chaired by a committee member elected by his/her peers
- not include the Dean of Medicine, the VP Academic, the Provost, the President, or any person currently serving as a member of the CRC or the URC
- make their recommendations according to majority view
- document the rationale for both majority and minority views
- provide the rationale for their decision to the applicant, via the committee chair
- advise the applicant of their right to appeal to the CRC if the department’s recommendation is to deny the application for promotion
- structure and submit their recommendation to the CRC in a manner expediting CRC review, as may be required and revised by the CRC from time to time

1 Apart from the chair, the committee assessing an Assistant Professor’s readiness for promotion should be made up of Associate Professors and Professors only. The committee assessing an Associate Professor’s or Professor’s readiness for promotion should be made up of Professors only. When there are fewer than five members of the department with ranks suitable for committee participation, the DH must request assistance from the CRC or from other academic departments for service on the departmental promotions committee.

2 Readiness for promotion is determined by comparing the applicant’s academic productivity, service and accomplishments to those required by current and approved departmental standards for promotion (where applicable) or current CoM standards for promotion. College standards must receive approval from the URC and must be consistent with the intent and framework of the university standards. The university acknowledges that given the broad array of colleges and disciplines represented, there will be considerable differences from department to department and from college to college with respect to specific standards. For that reason, department promotions committees have been historically permitted to compose their own departmental standards for submission to their respective CRC’s for approval. More common, however, are college-wide standards that attempt to accommodate discipline-specific differences while maintaining academic rigour and consistency with university standards.
Review period:

The candidate’s CV is a concise summary of past experience, education, and professional activity over the course of a career. However, the information to be evaluated in any promotion case file for medical faculty should cover only the period under review. For example, a candidate may have had previous teaching experience at another university before being appointed to faculty at the University of Saskatchewan. Such experience is relevant and appropriate for placement in the CV, but has no bearing on evaluation for promotion at this institution. Similarly, a candidate may have undertaken research or authored publications prior to being appointed to faculty here; again, such activity is always recorded in the CV but not used for evaluating readiness for promotion, as it occurred prior to the start of the review period.

The review period ends at the end of the academic year (June 30) in the calendar year in which promotion is being requested. The department reviews the candidate’s case file during August-October of that year, with a recommendation being submitted to the College Review Committee before October 21st. Therefore, candidates will include in their case files only work performed up until June 30 of the year in which they submit their applications for promotion.

The review period begins either on the date of initial appointment for faculty seeking promotion to Associate Professor, or on the date when promotion was previously granted for faculty seeking promotion to Professor. Please contact us (medicine.facultyaffairs@usask.ca) at the VDFE office if you have any questions about the review period or other promotion requirements.

Promotion standards:

The CoM’s standards contain a number of tables summarizing the requirements necessary for promotion. Table A summarizes which categories of evaluation are applicable for which faculty. As an example, you will see that all clinical faculty having health authority appointments and clinical responsibilities will be evaluated under Category 5.1a. Most clinical faculty will also be evaluated according to Category 5.2a criteria, while “medical educators”, as defined in the standards, will usually be the group evaluated according to Categories 5.1b and 5.2b. You will also note that most clinical faculty will not be evaluated under Category 4, which is meant for use by faculty primarily involved in research.

It is important for you to understand that standards for promotion created by any university college must conform to the university standards. They cannot be less rigorous or less demanding than the university standards. They are adapted to the specifics of the discipline, which is permitted, and such adaptations will result in obvious format and content differences when compared side-by-side with the university standards. However, the overall organization of college standards is set by the university and we are required to use the same seven evaluation categories. We are also required to adopt the ‘teacher-scholar’ model of faculty development, as described in the university standards.
The most obvious practical implication for medical faculty is that promotion in academic rank will not be awarded by the university purely on the basis of excellence in teaching performance. This does not mean that our medical faculty who are primarily involved in teaching will never qualify for promotion. This is discussed in some detail under the Medical Faculty section of our college website. For your purposes, the main message to department members will be to reinforce the new Category 5 requirements.

These requirements have been intentionally structured to recognize and reward the academic practice of clinical medicine, along with the scholarly work typically accompanying such practices. For many medical faculty it will be apparent that this is already the way they practice medicine, while for others, it will be a reminder of the direction they will need to head if they are interested in promotion. From the college’s perspective, Category 5 requirements represent the type of clinical practice we hope all of our medical faculty will pursue.

Please note Table K, near the end of the standards. This table ("Case File Check List") is designed to assist you in ensuring your faculty have collected together all the information the university requires for consideration of promotion case files. Some of that information is provided by you alone, some in collaboration with the candidate, and the rest by the candidate alone. While your departmental promotions committee might demonstrate some leniency with respect to missing information, incomplete case files at the CRC level of review will contribute to significant delays or an outright refusal to consider.

**Category 5 notes:**

A significant change for Department Heads will be noticed in Category 5 requirements. To help establish the degree to which medical faculty meet the requirements for academic clinical practices, you are now required to provide a letter of recommendation that affirms eight practice characteristics, as identified in Table E of the standards. Depending upon your level of familiarity with the candidate’s practice, you may need to consult some of his/her colleagues or associates before feeling comfortable enough to offer such a recommendation. A sample letter of recommendation is provided as an appendix to this booklet and can also be obtained as a modifiable file from the office of the VDFE. You are not required to use this particular letter – it is only provided as an example.

Your assistance is also required for further substantiating satisfactory fulfillment of Category 5 criteria. You are asked to obtain letters of support from three of the candidate’s colleagues who would be familiar with the candidate’s clinical practice. The candidate will likely be able to provide you with some suggested contact names, but the choice is entirely yours. The content of these letters must address Category 5.1a requirements, as described in Table E of the standards. A sample letter of collegial support is provided as an appendix to this booklet and can also be obtained as a modifiable file from the office of the VDFE. Again, you are not required to use this particular letter – it is only provided as an example.
Promotion case files:

Promotion case files must be assembled in a particular way, as specified by the university. While your departmental promotions committee might be willing to evaluate a case file with a different format, this will not be an option at the CRC or URC levels of review. Case file preparation is described on the college website and a link to the accepted format and additional information from the university is also available there. Keep in mind that this material is prepared by the Vice-Provost’s office and applies to all university faculty in all colleges. As such, there are obviously going to be parts of it, including terminologies, which have no relevance for medical faculty, such as content referring to tenure or the renewal of probation.

There is a standardized form used to summarize your committee’s deliberations. We have prepared one specifically for use with medical faculty case files. If you have experience chairing promotions committees and have reviewed case files prepared by USFA faculty, you will note that this form is almost identical to the ones you have used before. It can be downloaded from the college’s website at: Faculty > Medical Faculty > My Faculty Appointment > Forms, letter templates for DHs and administrators.