



# CRITERIA FOR APPOINTMENT, PROMOTION, MERIT INCREMENT AND TENURE OF FULL-TIME FACULTY

(Approved December 2008)

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## CRITERIA FOR APPOINTMENT, PROMOTION, MERIT INCREMENT AND TENURE OF FULL-TIME FACULTY

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### SECTION A: APPOINTMENT

- A.1 To be considered for appointment in the Faculty of Medicine a candidate shall normally hold either a Ph.D. or M.D. (or its equivalent) or both. Under exceptional circumstances, individuals holding other terminal degrees will be considered for appointment.
  
- A.2 Appointments to the Faculty of Medicine require the recommendation of the Department Head and the Dean. Recruitment and appointment shall respond to

personnel file (i.e. not reviewed by FPC, Dean or GPC). For all Continuing (tenure and Initial term) faculty members the term 'regular assessment' is defined as a formal assessment on a biennial basis. The assessment will be based on the biennial academic performance report. The decision to meet with tenured faculty in the interim year of the two-year assessment cycle will be at the discretion of the Department Head, or at the request of the faculty member. (APT 6.1.4 and 6.1.5)

## Criteria for Appointment, Promotion, Merit

degree program, medical curriculum (undergraduate or postgraduate) or the postgraduate sciences, or continuing medical education and professional development.

ii) Delivery of Educational Programs:

Evaluation of Educational Activities: e.g., test construction, evaluation coordinator, planning group chair.

Service in Education: e.g., membership on Admissions Committee, Student Academic Review Committee, Curriculum Committee and graduate education committees; clerkship director, external examiner on a thesis examination at another institution; examiner for specialty certification at the Royal College of Physicians and Surgeons of Canada; membership on supervisory committees.

Invited Educational Presentations at Regional or Provincial Symposia.

iii) Quality and Quantity of Teaching Contributions:

Participation in teaching and/or seeking expert help in the improvement of teaching, will be viewed as an indication of commitment to teaching.

Participation in the assessment of students, for example in candidacy or thesis defence examinations.

iv) Development and Evaluation of Educational Materials and Programs:

Development and Evaluation of Curricular Units: e.g., course, clerkship, laboratory program development including participation in a major revision of a course.

Development and Evaluation of Educational Materials: e.g., learning tools, tutor guides, small group cases, distance learning, computer assisted instruction, core documents, OSCE stations.

Training and Development of Personnel: e.g., standardized patient training, developing faculty and resident educational skills.

v) Mentoring and Advising: e.g., undergraduate and resident advisor, career counseling, supervising.

B.4.2 Research/Scholarship/Creative Activity

It is expected that all faculty will be engaged in scholarly activities, but the extent and nature will vary according to the expectations mutually agreed to with their respective Department Head. Productivity and quality should rise as faculty move through the academic ranks. A junior faculty member might be expected to develop skills in independent research by demonstrating the capability to initiate and maintain innovative research protocols and programs. More senior investigators may receive special merit for their ability to recruit promising students and junior colleagues, and by providing for them an atmosphere which is conducive to the development of distinguished careers in research.

B.4.2 a) First Order Criteria

☞ Peer-Reviewed Publications:

Special consideration is to be given to the quality of the publication, the reputation of the journal and the nature of the authorship.

- ii) Acquisition of Refereed Grants:  
Grants from provincial, national and international agencies, for example, CIHR, AHFMR, AHFSE, NSERC, SSHRC, NIH, NCIC, ACB, Heart and Stroke Foundation and other agencies that base decisions on peer-review.
- iii) Invited Presentations at Symposia, National and International Meetings:  
Invited lectures or keynote presentations at local, national or international meetings.
- iv) Leadership Role in Fostering Research:  
Examples include research coordination and recruitment as an Institute Director or in an Institute or other Faculty leadership role, coordination of multidisciplinary collaborative group grants or equivalent, coordination of conferences or symposia, chair of national or provincial society of research scientists.

B.4.2 b) Second Order Criteria

- i) Commercialization of Technology:  
Acquisition of patents, licenses with respect to intellectual property, commercialization of technology grants, development of business plans. Emphasis is given to recognition of activities from which the university/faculty will benefit as opposed to individual outside professional activity.
- ii) Publication of Non-Peer Reviewed Publications:  
Examples include book chapters, invited reviews, "news and views" commentary or "mini" reviews and other non-reviewed scientific publications.
- iii) Local, National and International Communications:  
Oral or poster presentations at meetings, displays, abstracts.
- iv) Acquisition of Non-Refereed Grants and Contracts:  
Research funds acquired from agencies and sources which do not use a competitive peer-review process. Special recognition will be given to individuals initiating or administering new clinical trials or coordinating large multi-center trials.
- v) Participation in Networks and Consortia:  
Examples include membership in interdisciplinary research teams or other consortia.

B.4.3 Service

Service in the Faculty of Medicine encompasses both administration and clinical activities, where appropriate. The degree of involvement will be in accordance with expectations mutually agreed to with the Department Head annually. Evaluation will be based on information received from multiple sources, preferably in writing, by the Department Head.

B.4.3 a) Administration

It is expected that members of faculty, as part of career development, will participate in administrative activities within the University and appropriate affiliated institutions, as well as with local, national and international agencies.

- i) In assessing administrative contributions within the department, faculty, university, and affiliated institutions, special consideration will be given to the quality and extent of the participation as well as the provision of leadership. The following are some examples of relevant contributions in this area of administration.

Local:

- University-wide committees, University Senate;
- Faculty of Medicine committees such as the Admissions Committee, Committee on Research, Graduate Clinical Education Committee, Curriculum Committee, Animal Care Committee, Planning and Priorities Committee, Student Promotions Committee;
- Calgary Health Region committees and important departmental committees;
- Leadership positions: Faculty and/or Regional Department Head; Faculty or Regional Division Head/Chief; Institute Director; Director of a core facility; Conjoint Scientific Review Committee; Conjoint Health Research Ethics Board.

- ii) In assessing administrative contributions outside of the department, faculty, university and affiliated institutions, special consideration will be attached to the quality of the participation as well as the provision of leadership and education. The following are examples of relevant contributions in this area of administration.

1. Membership on grant review panels, and ad hoc grant evaluations as external reviewer.
2. Editorships and duties as Associate Editor, as well as review of articles for journals.
3. Provincial, national and international organizations:

Provincial:

Council membership, College of Physicians and Surgeons of Alberta; Board or committee membership, Alberta Medical Association and its specialty societies; Advisory or committee membership, Alberta Health and Wellness; Board or committee membership, related voluntary sector societies such as the Heart and Stroke Foundation, MS Society, Arthritis Society; Board or committee membership, Alberta Cancer Board.

National and International:

Royal College of Physicians and Surgeons of Canada; College of Peer Review for CRC Chairs; College of Family Practice of Canada; Medical Council of Canada; Association of Faculties of Medicine of Canada Canadian Institutes of Health Research; related voluntary sector societies; national and International specialty societies.

4. Service to government agencies.
5. Community service, especially when it supports teaching and research.

B.4.3 b) Clinical Activities

For those faculty with clinical appointments, a high level of performance is expected in each of the following areas.

- i) Clinical practice. Special consideration will be given to the quality of patient care, resource utilization, and the nurturing and role modelling for trainees in medical and para-medical programs.
- ii) Maintenance of competence through demonstrated participation in continuing medical education activities.

- iii) Innovative activities in clinical and support service areas that directly contribute to education and health care research.
- iv) Contributions to institutional total quality and safety programs.



## Criteria for Appointment, Promotion, Merit



SECTION D: TENURE

Performance leading to tenure will be evaluated in these areas:

- education;
- research/scholarship/creative activity; and
- service.

D.1 In the areas of education, research/scholarship/creative activity and service, candidates for tenure must have made meritorious contributions in the same areas as those required for candidates for promotion to the rank of Associate Professor.

D.2 The applicant for appointment with tenure will be required to provide to the Chair of the Academic Appointment Review Committee relevant research

The Department Head is not required to seek advice from all the tenured members in the department in which the applicant holds a joint appointment.

D.4.2 The Head, in soliciting such advice, will provide to every member of the University whose advice is sought:

- a) the candidate's curriculum vitae which will be in the Faculty's standardized format; and
- b) the research information provided by the applicant which will include the list of the applicant's selected five best publications (or equivalent) and an overview of the importance of each publication, together with, in multi-author publications, a definition of the role of the applicant in the work.

D.4.3 The Head will make the five selected publications and the Education Activities Report available for inspection to every member of the University whose advice the Head has sought. The referees will have at least two weeks in which to review the material before the deadline set by the Head for receipt of their written advice.

D.4.4 The Head will seek written suggestions from the applicant of the names of individuals outside the Department who should be consulted.

D.4.5 The Head will provide the applicant with a list of the individuals whose advice was sought.

#### D.5 Referees

D.5.1 The Committee shall seek signed, written advice concerning each candidate from at least five advisors, as follows:

- a) at least three eminent academics from the discipline outside the University, who shall be invited to assess the quality and progress of the appointee's research or professional performance in accordance with the criteria set out in Section 3. The Dean shall invite the candidate and the Department Head(s) each to submit the names of three referees, and may select from those suggested;
- b) one who may be a representative of the appropriate affiliated teaching hospital(s);
- c) one who may be a senior member of the University

- D.7.1. a) The four academic appointees holding appointments with tenure shall be as follows:
- one member to be selected by the candidate's department;
  - two senior academic appointees elected by Faculty Council for a term of two years;
  - one senior academic appointee elected by Faculty Council for a term of up to two years, who shall be from outside the Faculty.
- b) The Committee shall include representatives from both genders.

Approved:  
Department Heads, November 17, 2008  
Executive Faculty Council, December 2008  
Faculty Council, December 10, 2008

Criteria for Appointment, Promotion, Merit  
Increment and Tenure of Full-time Faculty

APPENDIX A

DISTINGUISHED ACHIEVEMENT AWARD

In order to recognize individuals whose performance during an assessment year was particularly meritorious, the Faculty Promotions Committee has determined that full-time faculty members may be selected at its annual meeting to receive a Faculty of Medicine Distinguished Achievement Award.

For excellence in teaching, the "McLeod Distinguished Achievement Award" will be given. For excellence in research, recipients will be given the "Cochrane Distinguished Achievement Award". Recipients of the "Watanabe Distinguished Achievement Award" will be recognized for overall excellence. For outstanding contributions in international health, recipients will be given the "Guenter Distinguished Achievement Award". For outstanding contributions by a senior faculty member, recipients will be given the "Smith Distinguished Achievement Award". Up to two awards in each category may be made each year.

Selection

1. In order to qualify:
  - a. for the "McLeod", "Cochrane" or "Watanabe" awards, the candidate must be at the Assistant Professor or Associate Professor rank and will not be at the rank of full Professor,
  - b. for the "Smith" award, the candidate must be at the rank of full Professor,
  - c. for the "Guenter" award, the candidate may be from any rank,
  - d. the candidate must have held a full-time academic appointment in the Faculty of Medicine during the entire assessment year under review,
  - e. the candidate must have made contributions in the areas of education, research or service during the year,
2. Nominations will be made by the Department Head prior to the annual Faculty Promotions Committee meeting by providing the Dean's office with a letter of nomination which includes the name of the candidate, the proposed award category, and the basis for the nomination. The Dean's office will set and announce the date by which nominations are due.
3. A copy of the assessment and merit increment recommendation form, when available, for each nominated candidate will be circulated at the annual Faculty Promotions Committee meeting, as well as a list of manuscripts published in the assessment year under review, and the Department Head's letter of nomination.
4. Selection will be by vote in the five awards at the Faculty Promotions Committee annual meeting.

Recognition

1. Awardees will be announced in the Faculty of Medicine Bulletin and the Alumni newsletter InforMED, and then a profile of each awardee will be presented during the year.
2. A certificate will be given to the awardee.

## APPENDIX B

### Guidelines for Departmental Promotions Advisory Committee

In keeping with the University's "Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff" (APT), a Department Head may formally seek input from a departmental advisory committee prior to the submission to the Faculty Promotions Committee of recommendations regarding academic staff members within the Department. The advice of the committee is not binding on the Head. According to the APT, a Head may formally seek advice from a departmental advisory committee on assessment and merit increment, or promotion, or both assessment and merit increment and promotion. In the Faculty of Medicine, however, the Department Head may seek advice from such a committee regarding promotion but is solely responsible for assessments and merit increment recommendations.

Criteria for Appointment, Promotion, Merit  
Increment and Tenure of Full-time Faculty



APPENDIX C

GUIDELINES FOR EXTERNAL REFEREES  
(for promotion to the rank of Professor)

A RESEARCH

- A.1 In your opinion, in the area of research, does the candidate have:
- 1.1 a national reputation?
  - 1.2 an international reputation?
- A.2 How would you rate the quality of the published papers, and the impact of the journals in which they appear?
- A.3 What impact has the candidate's research had on the advancement of knowledge in the field of study?
- A.4 How would you rate the quality and creativity of the research?
- A.5 Does the candidate hold refereed research grant appropriate to the type of academic appointment held?
- A.6 Is the candidate's national/international reputation supported by the invited presentations the candidate has made to national and international meetings?
- A.7 Has the candidate played a leadership role in fostering research? If so, what has it been?

B EDUCATION

Please review the documentation describing the candidate's contributions to education.

- B.1 Is there evidence of excellence, leadership and/or innovation in teaching, evaluation and/or curriculum design?
- B.2 Is there evidence that the candidate has demonstrated leadership in education outside the University of Calgary?

C SERVICE/LEADERSHIP

- C.1 Please comment on the quality and quantity of service contributions outside the University of Calgary of this candidate (where these are known to you) in these areas:
- 1.1 Grant panels
  - 1.2 Ad hoc grant reviews
  - 1.3 Editorships, Associate Editorships and reviews for journals
  - 1.4 Provincial, national and international organizations
  - 1.5 Government agencies
  - 1.6 Community service
- C.2 Please comment on whether the level of this service is appropriate for the promotion sought by the candidate.