Temerty Medicine

## Temerty Faculty of Medicine

# OPERATIONS MANUAL of the Faculty Appointments Advisory Committee (FAAC)

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TEMERTY FACULTY OF MEDICINE
UNIVERSITY OF TORONTO

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# TEMERTY FACULTY OF MEDICINE
# FACULTY APPOINTMENTS ADVISORY COMMITTEE

The Faculty Appointments Advisory Committee (FAAC) advises the Dean on:

1. Initial appointments at professorial ranks for full-time clinical (MD) and status-only faculty where a university approved search has not been conducted, and
2. Full-time clinical (MD) faculty promotions from lecturer to assistant professor.

The FAAC reviews applications from the three sectors of the Temerty Faculty of Medicine:

- Basic Sciences
- Clinical
- Rehabilitation Sciences

This document describes the FAAC and relevant resources in five sections:


- **Section A:** FAAC terms of reference
- **Section B:** Procedures and key processes related to the FAAC, including application requirements and standards for rank
- **Section C:** Appendices A-D
  - **Appendix A:** Formal Search and Hiring Procedures
  - **Appendix B:** Components of a Teaching Dossier
  - **Appendix C**: FAQs
  - **Appendix D**: Links to Reference Documents


FAAC is administered by Academic Human Resources, Temerty Faculty of Medicine, University of Toronto.

# SECTION A: TERMS OF REFERENCE

## 1. Purpose of the FAAC

The FAAC advises the Dean on:

1. Appointments of full-time clinical (MD) faculty and status-only faculty to professorial ranks where a formal search[1] was not conducted as constituted under University of Toronto and the Temerty Faculty of Medicine policies and guidelines *(Note Appendix A: Formal Search and Hiring procedures)*. Applications must clearly indicate whether or not a formal search took place.
2. Academic rank of candidate for appointment;
3. Promotion of full-time clinical (MD) faculty from lecturer to assistant professor;
4. Status-Only appointments at professorial rank;
5. Academic appointment and promotion processes and standards;
6. Appointments and promotions referred to FAAC by the Dean or Dean's designate where the FAAC opinion is requested;
7. Category change at professorial rank from part-time or adjunct clinical (MD), to full-time clinical (MD)[2].

## 2. Appointments Not Reviewed by FAAC

All other clinical (MD) appointment applications (i.e., following a search; at lecturer rank; and/or part-time clinical academic and adjunct clinical academic appointments) are submitted to the Dean or Dean's designate directly for review and approval, without being submitted to the FAAC for review.

## 3. Promotions not reviewed by FAAC

All part-time and adjunct clinical (MD) faculty applications for promotion from lecturer to assistant professor are submitted to the Dean or Dean's designate directly for review and approval, without being submitted to the FAAC for review.

## 4. Authority

Clinical (MD) academic appointments are governed by the *Policy for Clinical Faculty and Procedures Manual*.

Status-only academic appointments are governed by the *Provostial Guidelines*.

[1] See Appendix A.
[2] Will be reviewed and recommended by Clinical Affairs and reported in the FAAC meeting minutes.

## 5. Duties and Responsibilities

The FAAC performs a review of each application submitted by the department chair or applicable academic head, applying faculty and sector-specific contexts to judge fairly and consistently the merits of the application. Members of FAAC do not simply approve applications that meet a set of minimum standards; they must draw on their knowledge and experience to evaluate meritorious scholarship, consistent with principles expressed in this manual and other documents related to academic appointments and promotions. Decisions to accept or reject applications, achieved by consensus or vote, are recommended to the Dean. If the FAAC requires additional information, the application is deferred and a request for new information is made to the department chair. A deferred application will be kept open for a maximum of two months, after which the file is closed unless there are extraordinary circumstances communicated to Academic Human Resources. After the file has been closed, the department chair may submit a new application with updated information, for full review by the FAAC.

Each FAAC member should declare any conflict so that Committee members understand the relationships. Members who have published or received or written grants in the previous five years, or had a supervisory and/or mentorship relationship at any time with the candidate should not participate in the FAAC deliberation or decision concerning that application. A FAAC member who believes that they have conflict for other reasons should withdraw from participation when the file is discussed.

The department chair or applicable academic head may submit an appeal to the Dean on the FAAC's recommendation on an application. A full-time clinical (MD) appointee may appeal a rejection of promotion from Lecturer to Assistant Professor, according to the procedures set out in the Temerty Faculty of Medicine's *Manual for Academic Promotion to Associate Professor and Professor* and *Procedures Manual for Policy for Clinical Faculty*. This must be done within three months of the FAAC's recommendation to the Dean.

## 6. Members

The Dean appoints a minimum of seven (7) senior faculty members at the rank of Associate Professor or Professor to the FAAC, including a Chair, with representation from each of the three sectors (Basic Sciences, Clinical and Rehabilitation Sciences).

An additional two ad hoc voting members may be appointed by the Dean to ensure that the FAAC includes representation of racialized persons/persons of colour, women, Indigenous/Aboriginal People of North America, persons with disabilities, and LGBTQ2S+ persons.

Each committee member normally serves a three-year term, with appointments staggered to ensure consistency and continuity over time. The Chair of the FAAC, in consultation with the Dean, can extend the FAAC member's term as needed but

should not exceed 2 three-year terms. Members of the FAAC that are no longer active faculty (e.g. those who hold Emeritus/Emerita status) can remain in the FAAC until their term ends. The Chair of the FAAC is appointed by the Dean. The Temerty Faculty of Medicine Academic Human Resources and Clinical Affairs offices provide support to the FAAC.

## 7. Meetings

The FAAC meets approximately once per month, usually in person. Electronic deliberation online may be used instead, as warranted. The Chair and the FAAC members determine meeting dates and agenda items for discussion in consultation with Academic Human Resources.

Academic Human Resources staff in the Temerty Faculty of Medicine set the deadlines for submission of material from the departments for each FAAC meeting. When urgent unforeseen circumstances arise, FAAC will review an appointment application off cycle on a case-by-case basis at the discretion of the FAAC Chair.

All documents, deliberations, and decisions of FAAC are strictly confidential. Anyone seeking information on FAAC may consult Academic Human Resources or the FAAC chair.

## 8. Review of Terms and Procedures

The FAAC reviews the FAAC Terms of Reference and Procedures normally every three years, and revises where necessary, in consultation with the All Chairs and Clinical Relations Committees as appropriate. The Dean approves revisions, which are reported to Faculty Council for information.

## 9. Reporting

1. Following each FAAC meeting, recommendations on each request for appointment or promotion are reported to the Dean.
2. Annual aggregate reports of appointment approvals/deferrals are reported to the Clinical Relations Committee, All Chairs Committee, Faculty Council, and Toronto Academic Health Sciences Network (TAHSN) Medical Affairs Subcommittee.
3. Initial Status-Only appointments at any rank require Provostial approval when the candidate does not hold this rank at their home institution. Renewals will not require Provostial approval as long as the individual being renewed is in the same role (or substantially similar role) with the same employer.

# SECTION B: PROCEDURES, APPLICATION REQUIREMENTS AND STANDARDS FOR RANK

## 1. Clinical (MD) Appointments and Promotions

### 1.1 Clinical (MD) faculty appointments: definition and categories

Clinical (MD) faculty refers to an individual (or individuals) licensed to practice medicine in Ontario, who holds a medical staff appointment in a hospital or other clinical site affiliated with the University; or, less often, in a community clinic, industry or private practice; and holds a University appointment in a clinical department in the Temerty Faculty of Medicine. The categories of clinical (MD) faculty appointment are:

- Full-time clinical (MD) – participates in a practice plan or equivalent arrangement; engages in academic activities[3] for at least 80% of professional time; holds an active medical staff or equivalent appointment at an affiliated site.
- Part-time clinical (MD) – engages in academic activities for at least 20% but less than 80% of professional time; holds a medical staff appointment at an affiliated site.
- Adjunct clinical (MD) – engaged in academic activities for less than 20% of professional time; or does not hold a medical staff appointment at an affiliated site.
- Visiting – a physician from another university or research institute who holds a continuing appointment at his/her home institution.

All Clinical (MD) faculty appointments must have an academic position description.

### 1.2 Initial Appointment at the Rank of Assistant Professor

An initial appointment at the rank of Assistant Professor requires the successful completion of a recognized graduate program or an advanced training experience deemed to be equivalent to a Master's level program in a field related to current academic work. In some cases, one to two years of fellowship training, including secondary level resident training will be considered the equivalent to an advanced degree. The degree program must have been completed as documented by a successful defense of a thesis or equivalent (e.g. completion of a capstone course) and awarding of the degree prior to the submission of the request for appointment. In cases where the candidate is enrolled in graduate studies on a part-time basis, the FAAC may consider an exception to the requirement for completion of the

[3] Academic activities: teaching (including provision of clinical care that may involve supervision of trainees), research, creative professional activity, and academic administration or work that supports directly academic work by other clinical faculty [Procedures Manual for Policy for Clinical Faculty, 2021].

degree program, if the Department Chair includes a justification for special consideration as part of the application.[4] ***see FAQ***

For applications with a research focus, it is expected that the candidate will have at least one first, or senior-most responsible, authored peer-reviewed publication, with clear definition of the applicant's authorship contribution and of sufficient scholarly impact, in well regarded journals in their field at the time of request for appointment ***see FAQ.*** Acknowledging that research is often carried out as a team, where the candidate is not first or senior author, at least two peer-reviewed publications where the candidate has middle authorship are also acceptable, provided that the candidate demonstrates evidence that they have carried out an important element of experimental design, research, data analysis, and manuscript preparation. As a test for important contributions to the work, it should be evident that the work would have been compromised without the candidate's efforts.

For candidates seeking appointment at the rank of Assistant Professor based on excellence in teaching and/or CPA, there should be documentation clearly demonstrating educational and/or creative professional accomplishments that includes convincing evidence of one or more of the following:

1) Sustained teaching excellence. For example, a summary of a strong teaching dossier that includes:
    i. analysis of student/trainee evaluations with comparisons against peer teachers;
    ii. numbers and types of trainees and evidence that the candidate has taught in a variety of teaching environments; and
    iii. teaching awards.
2) Design and development of curricula, educational offerings and/or educational materials.
3) Creative Professional Activity (CPA) (such as the setting of practice standards). Evidence and impact of CPA must be provided.

Impact of scholarship at local or regional levels should be demonstrated.

Generally, advanced training and publications should be sufficiently recent and related to current academic work, to show some continuity of academic accomplishment to the present. Other evidence of academic achievements, such as research funding, contributions to academic literature (e.g., case reports, editorials, letters to editor, book reviews), academic positions, patents and invited lectures may be considered as consistent with the candidate's academic position description.

[4] E.g. the FAAC may approve an applicant at the rank of assistant professor if the person has previously completed Master's or equivalent, and sufficient scholarly achievement, to have met the assistant professor standard without completion of further graduate study.

The applicant's academic position description will be reviewed for appropriateness and to ensure sign-off by the department chair, the hospital chief[5], and the applicant. As a statement of expectation rather than past achievement, generally the academic position description does not influence the standard for academic rank (e.g. the standard for assistant professor is equivalent for a clinician scientist and a clinician teacher).

### 1.3 Lateral Transfer of Assistant Professor Rank

Applications from candidates who hold an appointment at the rank of Assistant Professor at another university and whose recruitment to the University of Toronto did not involve a formal search will be reviewed by FAAC to ensure that they meet Temerty Faculty of Medicine standards for appointment at the rank of Assistant Professor. If the candidate does not meet the required standards, an appointment will be made at the rank of Lecturer.

### 1.4 Initial Appointment or Lateral Transfer at Rank of Associate Professor or Professor

Applications from candidates who hold appointments at the rank of Associate Professor or Professor at other universities, or appointments at universities that use different ranking systems, where a formal search did not occur, will be reviewed by the FAAC to ensure that they meet the Temerty Faculty of Medicine standards for the requested rank. An outline of the criteria can be found in the Temerty Faculty of Medicine's *Manual for Academic Promotion to Associate Professor and Professor*.

### 1.5 Promotion at Time of Initial Appointment

At the initial appointment, the FAAC will not approve a request for promotion in rank above an applicant's highest rank held currently or previously at another university or the University of Toronto. Applications for promotion at the time of the initial appointment must be directed by the Department Chair to the Dean on the recommendation of the Department Promotions Committee. If the applicant comes from a university that uses terminology to identify rank that differs from the University of Toronto, the application should be directed to the FAAC. ***see FAQ***

### 1.6 Resumption of Former Rank

On resumption or re-institution of a faculty appointment, the applicant's rank will not be lower than the rank held at the time it had ended.

[5] In some departments, particularly if the faculty does not have a hospital appointment, the division director can sign off on the academic position description.

### 1.7 Promotion from Lecturer to Assistant Professor

The FAAC reviews applications for promotion to Assistant Professor for Full-Time Clinical faculty (for Part-time and Adjunct Clinical faculty promotions, see Section A, above).

Clinical (MD) faculty members who hold an appointment as Lecturer may be considered for promotion at any time that they meet the requirements as set out above for an initial appointment at the rank of Assistant Professor. Promotion based on sustained contribution to the academic mission may occur in the absence of meeting the requirements for an initial appointment at Assistant Professor. There is no set timeline, but generally, for the criterion of sustained contribution to the academic mission, the application should demonstrate sustained contributions and scholarship in the Temerty Faculty of Medicine for at least three years.

We also value and encourage faculty applicants to submit and clearly describe their work to support Equity, Diversity, Inclusion, Indigeneity, and Accessibility (EDIIA). EDIIA are core principles essential in addressing systemic barriers and inequities that are experienced by underrepresented and equity-deserving populations. Incorporating and centering EDIIA ensures meaningful research, education, leadership, administration, engagement, and clinical practice that can better address the pressing issues and needs of diverse communities. EDIIA contributions have broad scope and have relevance for teaching, research, CPA, and service. For guidance on how to present your EDIIA activities, please refer to the Temerty Faculty of Medicine's *Manual for Academic Promotion to Associate Professor and Professor*.

### 1.8 Documents Required for Application for Initial Clinical (MD) Appointment

Initial requests for a full-time clinical (MD) appointment require the following documents to be submitted to the FAAC:

- application for clinical (MD) academic appointment form
- letter of support from the university department chair:
    - with explanatory excerpt from DAC meeting minutes (including evaluation of teaching dossier, if applicable, and the rationale to justify request for rank which must be stated clearly and explicitly rather than assumed)
- letter of support from Physician-in-Chief[6] or equivalent which must include primary hospital appointment category and expected location(s) of clinical and academic work

[6] For candidates who do not hold a hospital appointment, a letter from the University Division Head is required.

- updated curriculum vitae[7]
- teaching dossier if appropriate (see Appendix B)[8]
- academic position description
- letters of reference (2-3 intra departmental, 2-3 extra departmental)***see FAQ***
- In some cases, only intra-departmental letters may be available, then 3-4 letters will be required (extra-departmental letters are those from departments other than the university department where the candidate holds the appointment)
- Certificate of Professional Conduct from the College of Physician and Surgeons of Ontario or equivalent medical regulatory college
- draft letter of offer

### 1.9 Documents Required for Application for Promotion of a Current Full-Time Clinical (MD) Faculty Member from Lecturer to Assistant Professor

- lecturer to assistant professor promotion application form
- letter of support from the department chair/ if applicable letter of support from cross appointed chair
- letter of support from the chair of the Department Appointments Committee or Department Promotions Committee, or excerpt from minutes of meeting (including evaluation of the teaching dossier)
- updated curriculum vitae *see footnote7
- updated teaching dossier including teaching scores and evaluations (see Appendix B)***see FAQ***
- intra-departmental or extra-departmental letters of reference (2)***see FAQ***
- academic position description
- copy of the initial offer of academic appointment letter

Application dossiers cannot exceed 50 pages for candidates with less than 10 years and cannot exceed 75 pages for candidates with longer than 10 years of appointment.

[7] Temerty Faculty of Medicine standard CV format is preferred but not required. CV must be in chronological order. Education section must distinguish accurately, e.g., Royal College or equivalent residency from fellowship training. All claims that grants or articles are "peer-review" must be accurate and explain journal article significance, citations. CV, Department Chair letter or DAC Chair letter must explain significance of teaching award e.g. size of competition.

[8] Applications with an academic position description of Clinician-Teacher at the professorial rank will require teaching dossier if applying on the basis of excellence in teaching.

# 2. Status-Only Appointments

## 2.1 Definition

Status-only faculty are employed outside of the University, usually by an academic/research institution and normally receive no remuneration from the University of Toronto. Such appointments are made to allow an individual to participate more fully in a university department's teaching or research program. Status-only appointments do not fall under the Temerty Faculty of Medicine*'s Policy for Clinical Faculty*. Individuals being considered for a status-only appointment normally hold full-time employment arrangements with another institution with a job description that is primarily academic (research and/or teaching).

- The appointment is for independent scientists (i.e. research associates are not eligible for Status-Only academic appointments to the Temerty Faculty of Medicine).***see FAQ***

  ***or***

- Those who have regular and on-going involvement in the teaching and evaluation of learners.

Generally, for those in hospitals and research institutes, status-only appointees hold qualifications and fulfill academic responsibilities similar to those of salaried professorial faculty at the University.

FAAC considers the type of appointment at the institution, the type of employment arrangement with the institution and where relevant, the availability of independent space and resources to carry out research.

Faculty who are engaged in independent scholarly activity in a Toronto Academic Health Science Network partner research institute (full and associate affiliated institutions) may be eligible to hold the sub-category, Status-Only, Affiliated Scientist appointment.

## 2.2 Appointment at the Rank of Instructor/Lecturer

Initial status-only appointments at the rank of Instructor/Lecturer are unique to the Temerty Faculty of Medicine and are not subject to review by the FAAC; instead, they are submitted to the Dean for approval. A status-only faculty member appointed at the rank of Lecturer cannot be considered for promotion. Instead, should a department chair determine that an individual has become qualified for appointment at the rank of Assistant Professor, the department must submit a new application to the FAAC.

## 2.3 Appointment at the Rank of Assistant Professor

An initial status-only appointment at the rank of Assistant Professor requires the successful completion of a doctoral program or other scholarly or professional work deemed to be equivalent.

Applicants with a PhD must show evidence of scholarly productivity. Scholarship would often include a post-doctoral fellowship and should include first-authored peer-reviewed publications. Acknowledging that research is often carried out as a team, where the author is not first author it is expected that the candidate provides evidence that they have carried out an important element of experimental design, research, data analysis, and manuscript preparation. As a test for important contributions to the work, it should be evident that the work would have been compromised without the candidate's efforts. In addition, national speaking engagements, invited lectures, and sustained excellent contributions to a teaching program, including curriculum development will be considered.

Individuals in health care settings[9] who have completed a Master's level program will be considered for an appointment at the rank of Assistant Professor where there is clear documented evidence of a strong record of scholarly achievement and/or creative professional activity in line with departmental norms such as:

- a history of relevant experience involving graduate level teaching;
- coordination of a significant component of a curriculum including any of the following: classroom lectures, presentations, small group facilitation, supervision of graduate research projects, and involvement in the organization or planning of the evaluation components of the curriculum;
- positive evaluations from students;
- published work including monographs, reports, articles and reviews in which the candidate has contributed to the advancement of knowledge as a result of his/her work;
- contributed innovations (with documentation) in techniques or concepts that have an important influence on the discipline's practice including teaching;
- presentation of peer reviewed scholarly papers or posters at professional and/or scientific meetings or participating as a panel member at such meetings;
- principal or co-investigator/co-supervisor for a research project;
- involvement in the planning of major research initiatives – e.g. planning or coordinating research symposia;
- collaborative research with faculty members;

[9] This would include individuals working in the rehabilitation sector and those performing teaching and research in specific Masters Program, for example, Genetic Counseling. It does not include physicians covered under the Policy for Clinical Faculty.

- evidence of instructional innovation and/or creative excellence;
- registrant in good standing of a provincial/national accrediting or regulatory body.

### 2.4 Lateral Transfers

Applications from candidates who hold an appointment at the rank of Assistant Professor at another university will be reviewed by FAAC to ensure that they meet the Faculty's standards. For status-only appointments, the rank of individuals moving from another university is generally accepted by the FAAC.***see FAQ***

### 2.5 Initial Appointment at Rank of Associate Professor or Professor

Applications from candidates who hold an appointment at the rank of Associate Professor or Professor at another university will be reviewed by FAAC to ensure that they meet the Faculty's standards for the requested rank. An outline of the criteria can be found in the Temerty Faculty of Medicine's Manual for Academic Promotion to Associate Professor and Professor

Initial Status-Only appointments at any rank require Provostial approval when the candidate does not hold this rank at their home institution.[10] Renewals will not require Provostial approval as long as the individual being renewed is in the same role (or substantially similar role) with the same employer.

### 2.6 Promotion on Appointment from another University

Requests for promotion at the time of initial status-only appointment must be directed by the Department Chair or applicable academic head to the Dean on the recommendation of the Department Promotions Committee. The Dean will consult with the Chair of the Decanal Promotions Committee who will review the application with selected members of the decanal committee. This is done to ensure equity in promotion between existing and new faculty. This review takes place electronically.

### 2.7 Application Requirements

Initial requests for a Status-Only appointment require:

- application for Status-Only (non-MD) Academic Appointment Form
- letter of support from the department Chair, which must include deliberations of the Department Appointments Committee, as well as clear rationale for the appointment and the rank requested, supported by documentary evidence, such as teaching dossier, if appropriate (see Appendix B)
- letter from employing institution permitting status-only academic appointment at the University of Toronto.

[10] Senior Scientists at Affiliated Hospitals would be an exception.

    - If the candidate has PhD Scientist designation[11], or equivalent, this letter must come from the appropriate individual at the hospital or research institution where the scientist is employed, confirming that the hospital or research institution will provide salary and lab facilities for the duration of the faculty appointment. The letter needs to clearly indicate the candidate's scientific independence to perform work related to the Status-Only appointment.
    - If the candidate's eligibility rests on their role teaching and evaluating learners, the letter must include a statement of a strong record of scholarly achievement and/or creative professional activity related to their role at the employing institution.
    - if the request for an initial appointment is at the rank of Associate Professor or Professor, extra-departmental referee letters (3) assessing the candidate's national and international scholarly impact must be submitted.
- updated Curriculum Vitae*see footnote 7*
- statement of research or teaching, if applicable
- intra-departmental letters of reference (2-3), where applicable
- extra-departmental letters of reference (2-3) where applicable, in some cases only intra-departmental letters may be available, then 3-4 letters will be required (extra-departmental letters are those from departments other than the university department where the candidate holds the appointment) ***see FAQ***
- draft offer of status-only University appointment letter
- confirmation of good standing of a provincial/national accrediting or regulatory body

Application dossiers cannot exceed 50 pages for candidates with less than 10 years and cannot exceed 75 pages for candidates with longer than 10 years of appointment.

[11] PhD Scientist is a specific type of status-only appointment designed to identify status-only faculty who hold a PhD (or equivalent) and are employed in a research/scientist role on a full-time basis at an affiliated hospital or research institute.

## 3. Equity, Diversity, Inclusion, Indigeneity, and Accessibility (EDIIA)

We also value and encourage faculty applicants to submit and clearly describe their work to support Equity, Diversity, Inclusion, Indigeneity, and Accessibility (EDIIA). EDIIA are core principles essential in addressing systemic barriers and inequities that are experienced by underrepresented and equity-deserving populations. Incorporating and centering EDIIA ensures meaningful research, education, leadership, administration, engagement, and clinical practice that can better address the pressing issues and needs of diverse communities. EDIIA contributions have broad scope and have relevance for teaching, research, CPA, and service. For guidance on how to present your EDIIA activities, please refer to the Temerty Faculty of Medicine *Manual for Academic Promotion to Associate Professor and Professor.*

## 4. Professional Standards and Values

All candidates seeking appointment and/ or promotion must demonstrate adherence to the professional standards and values of the Temerty Faculty of Medicine and the University of Toronto. Candidates currently engaged in a review of their professional conduct may be advised to postpone their application until the matter has been resolved and/or addressed. Clinical faculty are additionally expected to demonstrate adherence to the professional standards of their clinical institutions and respective regulatory colleges.

The Office of the Vice-President and Provost maintains a set of links to important policies that will govern any teaching or research at http://www.governingcouncil.utoronto.ca/policies.

We expect that you will govern yourself in accordance with all applicable Faculty and University policies in particular:

- Code of Behaviour on Academic Matters
- Policy on Conflict-of-Interest Academic Staff

Faculty must also demonstrate adherence to Departmental expectations for professional conduct.

# SECTION C: Appendices A-D

## Appendix A: Formal Search and Hiring Procedures

*This is for information purposes only as appointments with a formal search are sent by Academic Human Resources directly to the Dean and are not reviewed by the FAAC.*

### 1. Definition of a Formal Search for Clinical (MD) and Status-Only Faculty

Applications for an appointment at the rank of full-time clinical (MD) assistant professor or above, or a status-only appointment at the rank of assistant professor and above, do not require review by FAAC where there is a formal search that includes University representation (for example, U of T department chair). To ensure the recruitment of the highest quality faculty, a fair and transparent formal search process is best practice.

The Chair is required to provide details of the formal search process in the appointment documentation. A formal search includes a **search committee** with at least one University of Toronto representative at a professorial rank, **broad advertising** to reach potential applicants and effective **interviewing and evaluating** techniques as outlined in the Academic Appointments Procedures Manual – Recruitment.

Applications that involve a formal search are sent directly to the Dean of the Temerty Faculty of Medicine for approval. Initial Status-Only appointments at any rank require Provostial approval when the candidate does not hold this rank at their home institution. Renewals will not require Provostial approval as long as the individual being renewed is in the same role (or substantially similar role) with the same employer.

### 2. SEARCH PROCESS

#### 2.1 Search Committee

The creation of the search committee for full-time clinical (MD) academic appointments should be a joint effort between the affiliated hospital and the relevant University of Toronto academic unit.

The composition of the search committee is extremely important because it sets the tone for the search and the success of the recruitment process. It also presents the face of the University department, and hospital. The search committee should strive for diversity in membership. Members should be knowledgeable about the future direction of the department; have a proven track record of good judgment about people; and be representative of the breadth and depth of the discipline.

When initiating the search process, the search committee must determine the general scope of the position and identify the skills, experience, qualifications, knowledge and attributes a candidate will need to successfully perform in the position. The search committee should determine the criteria that prospective candidates need to meet in order to be considered for the shortlist, the interview, and the position.

### 2.2 Advertising

The purpose of the advertisement is to reach the largest possible pool of qualified applicants and fulfill the requirement by Employment and Social Development Canada (ESDC) that academic positions be advertised in such a way that qualified Canadians and permanent residents have the opportunity to learn of the vacancy. The Temerty Faculty of Medicine Academic HR Office reviews and approves all positions posted on the University's career site *which includes an automatic posting in Inside Higher Ed*. Additional advertising mediums include national and international disciplinary journals and corresponding medical schools in other Canadian universities. It is also good practice to use personal and professional networks, contacts, and recommendations to seek leads to candidates from designated groups (racialized persons / persons of colour, women, Indigenous / Aboriginal People of North America, persons with disabilities, LGBTQ2S+ persons, and others who may contribute to the further diversification of ideas); and encourage all members of the department to make recruitment part of their activities at conferences and national and international meetings.

When drafting the advertisement, the search committee should use inclusive language, advertise for excellent scholarship, identify a range of disciplines or inter-discipline areas and include emerging areas of scholarship. Details should include position, rank, responsibilities and summary of essential duties, degrees required or preferred, experience or qualifications required or preferred, date of appointment, location of work, licensure requirements, application materials, closing date (at least 35 days after publication), and contact details.

The posting should include a description of the University of Toronto department and hospital; a hyperlink should be included. It is important to advertise broadly within the applicable specialty area. Ideally, the search process should not be closed until a candidate pool of sufficient diversity has been attained.

### 2.3 Foreign Physicians Recruitment

The hospital is responsible for handling all immigration details in the recruitment process and should seek advice from the appropriate source (i.e. hospital human resources department or immigration lawyer) when advertising a clinical job to ensure the recruitment efforts align with Employment and Social Development Canada (ESDC) requirements. In the event that a foreign worker is the successful candidate to fill a clinical position, a Labour Market Impact Assessment (LMIA) may

be required to show that no Canadian worker or permanent resident is available to do the job. The U of T Clinical job advertisement format may not meet ESDC requirements.

All advertisements must include the three following statements (The University's applicant tracking system "Success Factors" automatically populates these statements):

i. **CANADIANS FIRST**
All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

ii. **DIVERSITY STATEMENT**
The University of Toronto embraces Diversity and is building a culture of belonging that increases our capacity to effectively address and serve the interests of our global community. We strongly encourage applications from Indigenous Peoples, Black and racialized persons, women, persons with disabilities, and people of diverse sexual and gender identities. We value applicants who have demonstrated a commitment to equity, diversity and inclusion and recognize that diverse perspectives, experiences, and expertise are essential to strengthening our academic mission.

iii. **ACCESSIBILITY**
The University strives to be an equitable and inclusive community, and proactively seeks to increase diversity among its community members. Our values regarding equity and diversity are linked with our unwavering commitment to excellence in the pursuit of our academic mission.

The University is committed to the principles of the Accessibility for Ontarians with Disabilities Act (AODA). As such, we strive to make our recruitment, assessment and selection processes as accessible as possible and provide accommodations as required for applicants with disabilities.

If you require any accommodations at any point during the application and hiring process, please contact uoft.careers@utoronto.ca.

Advertisements on the U of T faculty job board must be posted for a minimum of 35 days and no longer than one year.

Temerty Faculty of Medicine department academic coordinators may refer to the MedHR SharePoint site for a sample full-time clinical academic appointment advertisement.

### 2.4 Interviewing and Evaluating

It is important to remember that the interview visit has a dual purpose: the candidate is being assessed by the search committee; and, the candidate is assessing the

university/hospital. Once the department begins to receive applications for the position, a record of potential candidates should be prepared and reviewed to create a short-list of applicants to be invited for an interview and campus/hospital visit. In preparation for the interview, the search committee should organize a set of questions that assesses the applicants against the selection criteria. Prior to the interview, the chair of the search committee should decide on the order of questions and allocate specific questions to each committee member. At the beginning of the interview, the search committee chair should introduce the applicant to each of the members and take the time to explain the purpose and structure of the interview. The search committee chair is responsible for ensuring that candidates are not asked questions that could be considered discriminatory (for example, those relating to the individual's marital or family status, gender, nationality, religion, health or physical ability), and that sufficient information is obtained from the candidates for an accurate decision to be made. Before concluding the interview, the candidate should be allowed to ask questions and/or provide information that may not have emerged in response to the core questions. After the interview, committee members should be encouraged to complete their assessment on the candidate.

If a candidate is currently not eligible to work in Canada, the hospital or research institute is responsible for handling all immigration matters.

### 2.5 College of Physicians and Surgeons of Ontario (CPSO)

#### Documentation for International Medical Graduates Requiring a Certificate of Academic Registration

In order to practice medicine in Ontario, international medical graduates who obtain a clinical (MD) academic appointment require a certificate of academic registration with the College of Physicians and Surgeons of Ontario (CPSO). The university academic department works closely with the faculty, Academic HR office and Clinical Affairs to complete the required documentation. The CPSO website should be consulted for the Registration Committee application timelines - it is recommended that hospitals factor in a minimum of **6 months** processing time for immigration and licensure requirements.

### 2.6 Additional Supporting Documentation

#### The Chair's letter to the Dean should contain the following information on the search:

- clear statement that a formal search has occurred,
- list of all members of the search committee and the identity, rank and department of the University of Toronto representative,
- list of the advertising sites/locations and at least one copy of a broad reaching advertisement,

the number of candidates (do not include names) that were interviewed and a brief summary of the rationale for the selection of the successful candidate. Any known demographic information of the candidates (i.e. number of Canadians, number of

men and women, etc.) should also be included in the Chair's letter.

**Appendix B: Components of a Teaching Dossier**

For candidates applying for initial academic appointment at the rank of assistant professor, on the basis of sustained excellence in teaching and education, a teaching dossier is required.

For promotion from lecturer to assistant professor on the basis of sustained commitment to the academic mission as a clinician teacher, faculty must demonstrate both a significant contribution in teaching and competence in teaching, usually for a minimum of three years, as evidenced in their teaching dossier.

A teaching dossier is not required if appointment or promotion is based on other metrics of academic excellence such as advanced education, peer reviewed publications, grant funding, and/or impactful CPA accomplishments, although candidates are invited to submit a teaching dossier should they wish.

The following resources, which were developed for tenure and teaching stream faculty, provide valuable guidelines that describe teaching excellence and teaching competence:

- Provostial Guidelines for Developing Written Assessments of Effectiveness of Teaching in Promotion and Tenure Decisions
- Centre for Teaching Support & Innovation's Resources on Building your Teaching Dossier

A teaching dossier is prepared as part of or in addition to the individual's *curriculum vitae*, as appropriate. It summarizes the candidate's educational and teaching activities and demonstrates the candidate's teaching effectiveness and contributions to the field of teaching and education.

In the Temerty Faculty of Medicine, teachers and educators can include contributions at one or more of the following levels:

a. Undergraduate medical education
b. Graduate education
c. Postgraduate medical education
d. Post-doctoral training
e. Continuing education and faculty development
f. Patient/public education

## 1. Contents

The dossier should include components that the candidate feels best display their teaching effectiveness and contributions to the field of teaching and education.

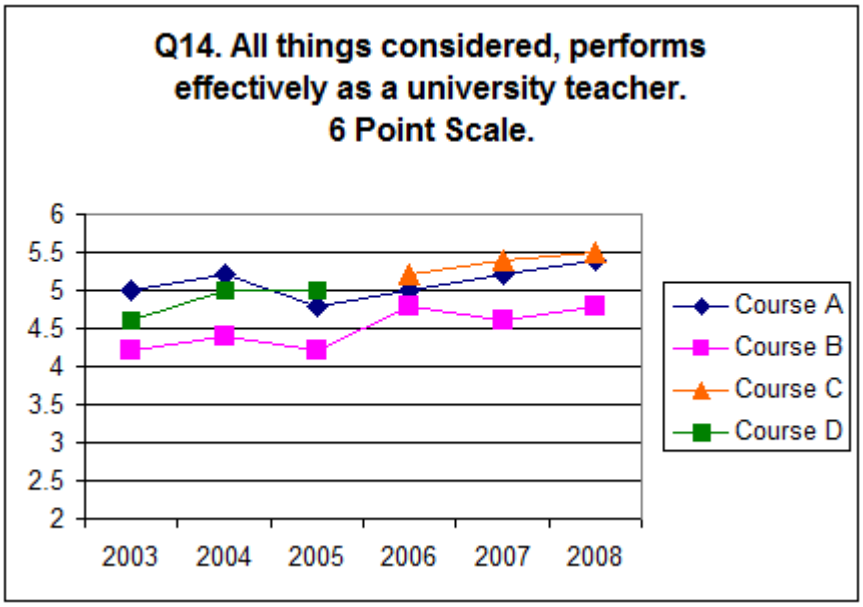
Below are a few examples of what can be included in the dossier.

Note that not all components will be relevant for all candidates, but it is strongly encouraged that the candidate includes the **bolded** components:

- **A statement of the candidate's approach to teaching, including an assessment of the impact of teaching activities.**
- **A listing of all teaching and assessment activities, with number of hours and audience numbers involved.**
- **Supporting documentation related to the assessment of teaching, including but not limited to:**
    - **Summaries of all evaluations (where available),**
    - **results of peer assessments of teaching effectiveness,**
    - **unsolicited letters from colleagues,**
    - **letters from senior members of the Temerty Faculty of Medicine who have made personal observations at national meetings, continuing education courses and/or seminars and symposia.**
- Supporting documentation related to teaching and education. Sample course and lecture outlines, bibliographies, and letters of invitation to teach at other centres. No teaching slides!
- A listing of all activities related to the administration, organizational and developmental aspects of education (organized by level) with a description of the nature and extent of the candidate's involvement and level of responsibility.
- Documentation of participation in educational research activities (for example, publications, abstracts, presentations and/or grants) as well as scholarly writing relating to education.
- Documentation of participation in national and international organizations whose activities relate to education research and development.
- Documentation of participation at national and international conferences and workshops relating to education research and development.
- Documentation of external consultancies relating to education research and development.
- Documentation of effectiveness in mentoring or advising in education and teaching.
- A listing of honours and awards related to teaching and education.

## 2. A Tip for Reporting Teacher and Course Evaluations

Reams of teaching and course evaluation materials can be difficult to read and the 'important' question varies in the different formats used across different evaluations. In order to simplify matters, it is recommended that a summary plot is provided that identifies the overall evaluative question, provides details of scale and gives a summary of a candidate's scores over time. An example is provided below.




**References**

- Manual for Academic Promotion to Associate Professor and Professor (October 2024)
- Guidelines for the Assessment of Effectiveness of Teaching in Promotion and Tenure Decisions in the Temerty Faculty of Medicine
- Policy and Procedures on Academic Appointments (June 26, 2021)
- Academic Administrative Procedures Manual: Reviews

# Appendix C: Frequently Asked Questions

1. **Where a formal search with the required University representation has occurred, who reviews and approves the application for initial appointment at professorial rank?**

   When an appointment is requested following a formal search process, the Dean or designate will review the dossier and search documents. The Dean or designate then reports any approvals to the FAAC.

2. **What are the differences in criteria for an initial <u>clinical</u> faculty appointment at the rank of assistant professor versus a junior promotion from an existing appointment at lecturer to assistant professor?**

   <u>Initial Appointment at the Rank of Assistant Professor</u>

   - successful completion of a recognized graduate program or an advanced training experience deemed to be equivalent to a Master's level program in a field related to current academic work (in some cases, one to two years of fellowship training, including secondary level resident training will be considered the equivalent to an advanced degree).
   - the candidate will have at least one first or most senior authored peer-reviewed publication, with clear definition of the applicant's authorship contribution and of sufficient scholarly impact, in well regarded journals in their field at the time of request for appointment. Acknowledging that research is often carried out as a team, where the candidate is not first or senior author, at least two peer reviewed publications where the candidate has middle authorship are also acceptable, provided that the candidate demonstrates evidence that they have carried out an important element of experimental design, research, data analysis, and manuscript preparation. As a test for important contributions to the work, it should be evident that the work would have been compromised without the candidate's efforts.

     ***OR***

   - documentation clearly demonstrating educational and/or creative professional accomplishments that includes convincing evidence of one or more of the following:
     - sustained teaching excellence (i.e., a summary of a strong teaching dossier that includes):
       i. analysis of student/trainee evaluations with comparisons against peer teachers.
       ii. numbers and types of trainees and evidence that the candidate has taught in a variety of teaching environments.
       iii. teaching awards
     - design and development of curricula, educational offerings and/or educational materials.

    - Creative Professional Activity (CPA) (such as the setting of practice standards). Evidence and impact of CPA must be provided.
- Other evidence of academic achievements, such as any contributions to literature (e.g., case reports, editorials, letters to editor, book reviews), academic positions, invited lectures, etc. may be considered as consistent with the candidate's academic position description. In particular, scholarly work such as case reports might be important evidence contributing to the candidate's career trajectory for education focused candidates. It is important that the candidate or the Chair's recommendation letter explain the candidate's significant contributions to this scholarly work.
- the applicant's academic position description will be reviewed for appropriateness and to ensure sign-off by the department chair, hospital chief, and applicant.

Promotion to Assistant Professor

- clinical (MD) faculty members who hold an appointment as lecturer may be considered for promotion at any time that they meet the requirements for an initial appointment at the rank of assistant professor.
- promotion on the basis of sustained contribution to the academic mission may occur in the absence of meeting the requirements for initial appointment at assistant professor. Evidence of competence in teaching must be provided. Excellence in teaching is not a criterion for junior promotion; refer to the Centre for Teaching Support & Innovation's guidelines on Defining Competence and Excellence in Teaching.
- There is no set timeline, but generally, for the criterion of sustained contribution to the academic mission, the application should demonstrate sustained contributions and scholarship in the Temerty Faculty of Medicine for at least three years.

**3. What is the approval process when a promotion in rank is requested at the time of initial appointment?**

Requests for promotion at the time of initial appointment must be directed by the Department Chair or applicable academic head to the Dean on the recommendation of the Department Promotions Committee. The Dean will consult with the Chair of the Decanal Promotions Committee who will review the application with selected members of the decanal committee. This review takes place electronically. If an applicant comes from a higher-education institution that uses terminology for describing academic rank different from U of T, the application should be directed to the FAAC for consideration.

**4. Are faculty moving from another institution outside the University of Toronto automatically eligible for the same academic rank at U of T as the rank they held at their prior University?**

For clinical (MD) faculty, academic rank at the time of the appointment to U of T is assessed by the Departmental Appointments Committees and the FAAC to ensure that the applicant meets U of T's criteria for academic rank, as outlined in the FAAC manual. It is important for departments to advise applicants from other academic institutions of the review process as early as possible in the recruitment process. For status only appointments, the rank of individuals transferring from another university is generally accepted by the FAAC.

**5. When is a peer-reviewed publication considered relevant to an appointment and/or junior promotion?**

Normally, to be relevant to the current appointment, a candidate's first or most senior authored peer-reviewed publication will be considered on the grounds of:

- Recentness of publication;
- Its relevance in content to their current academic work.

As noted earlier, co-author publications will be considered provided the candidate has provided evidence that they have carried out an important element of the experimental design, research, data analysis, and manuscript preparation.

**6. For clinical (MD) appointments and/or junior promotions, what type of advanced medical training experience is deemed to be equivalent to a Master's degree?**

One to two years of fellowship training, including secondary level resident training, will be considered to be equivalent to an advanced degree. Secondary level resident training refers to trainees who have satisfactorily completed a full residency program and received certification in their specialty, and embarked on further clinical and/or research training, including sub-specialty training.

**7. When are teaching scores required?**

A teaching dossier, which includes teaching scores, is strongly recommended for all candidates applying for initial academic appointment or junior promotion as a Clinician Teacher and/or on the basis of teaching contribution and excellence. Please see Appendix B for recommendation on presentation of these scores.

In absence of Teaching Effectiveness Scores, candidates can demonstrate teaching effectiveness by providing any of the following documents: results of peer assessments of teaching effectiveness, unsolicited letters from colleagues, letters from senior members of the Temerty Faculty of Medicine

who have made personal observations at national meetings, continuing education courses and/or seminars and symposia.

8. **Do changes in category of appointment from clinical adjunct or part time to clinical full time need to go to FAAC?**

   Yes for appointments at the professorial rank, and no for appointments at lecturer. Please review the Step-by-Step Guide to Applying for an Academic Appointment for the documentation required for such category changes, regardless of whether reviewed by FAAC or the Dean or designate.

9. **Can the reference letters provided at the time of initial clinical (MD) appointment be re-used for junior promotion, if the request for promotion is within a reasonable amount of time from the initial appointment?**

   Yes, if the reference letters were received within twelve months prior to the junior promotion. The Chair's letter must include a statement that the reference letters are the same as those used at the time of appointment.

10. **What is the difference between an intra-departmental letter of reference and an extra-departmental letter of reference?**

    Intra-departmental letters of reference are those provided by members of the candidate's U of T primary department (or academic departments where there is a cross appointment requested).

    Extra-departmental letters of reference are those provided by members of other U of T departments, other universities and, where appropriate, other healthcare and/or academic institutions.

11. **Is input from the Hospital Chief required for a candidate applying for junior promotion (for Clinical (MD) faculty) or reclassification (for Status Only faculty) from Lecturer to Assistant Professor?**

    The Hospital Chief can provide feedback by submitting a formal letter, which may count as one of the internal reference letters. Alternatively, the Department Chair may obtain the Chief's input through other means (e.g., email or conversation) and include a summary of that feedback in the Chair's letter.

12. **What constitutes scientific independence?**

    Scientific independence is demonstrated by having the academic freedom to pursue independent scholarly activity. Within this context, independent scientists will have the capacity to develop independent lines of scientific

inquiry and an independent program of research. This scientific independence may be evidenced by the following indicators:

- appointment title, i.e. Scientist, Adjunct Scientist, Affiliate Scientist, or equivalent;
- duration of appointment (minimum 3-year term);
- protected time for research;
- direct report to most senior leader of research in the institution;
- independent access to research infrastructure (office, laboratory, computer network);
- capacity for independent supervision of trainees and staff.

The letter from the employing institution permitting the candidate to hold a status-only academic appointment at professorial rank should provide clear evidence that the candidate's employment is that of an independent scientist.

# Appendix D: Links to Reference Documents

Policy for Clinical Faculty and Procedures Manual:
http://medicine.utoronto.ca/faculty-staff/clinical-affairs

Status-only academic appointments are governed by the Provostial Guidelines:
https://www.aapm.utoronto.ca/academic-administrative-procedures-manual/other-appointments/status-only-adjunct-visiting-professors/

University of Toronto criteria for Status-Only appointments:
https://www.aapm.utoronto.ca/academic-administrative-procedures-manual/other-appointments/status-only-adjunct-visiting-professors/

Establishment of "Affiliated Scientist" Subgroup within Status-Only Category:
https://memos.provost.utoronto.ca/establishment-of-affiliated-scientist-subgroup-within-status-only-category-pdadc-13/?utm_source=mailpoet&utm_medium=email&utm_source_platform=mailpoet&utm_campaign=PWD11012024

Temerty Faculty of Medicine standard CV format:
https://temertymedicine.utoronto.ca/senior-promotion-documentation

Temerty Faculty of Medicine Manual for Academic Promotion to Associate Professor and Professor: https://temertymedicine.utoronto.ca/senior-promotions

Provostial Guidelines for Developing Written Assessments of Effectiveness of Teaching in Promotion and Tenure Decisions:
https://governingcouncil.utoronto.ca/secretariat/policies/teaching-promotion-and-tenure-decisions-provostial-guidelines-developing

Centre for Teaching Support & Innovation's Resources on Building your Teaching Dossier: https://teaching.utoronto.ca/resources/ and
https://teaching.utoronto.ca/resources/teaching-dossier/

Standards of Professional Behaviour for Clinical MD Faculty:
https://temertymedicine.utoronto.ca/sites/default/files/standardsofprofessionalbehaviourformedicalclinicalfaculty-05132020.pdf

Code of Behaviour on Academic Matters:
https://governingcouncil.utoronto.ca/secretariat/policies/code-behaviour-academic-matters-july-1-2019

Policy on Conflict of Interest — Academic Staff:
https://governingcouncil.utoronto.ca/secretariat/policies/conflict-interest-policy-academic-staff-june-22-1994

Conflict of Interest and Close Personal Relations:
https://www.provost.utoronto.ca/planning-policy/conflict-of-interest-close-personal-relations/

Policy on Ethical Conduct in Research:
https://governingcouncil.utoronto.ca/secretariat/policies/research-policy-ethical-conduct-march-28-1991

Policy on Sexual Violence and Sexual Harassment:
https://governingcouncil.utoronto.ca/secretariat/policies/sexual-violence-and-sexual-harassment-policy-december-15-2016

Statement on Prohibited Discrimination and Discriminatory Harassment:
https://governingcouncil.utoronto.ca/secretariat/policies/harassment-statement-prohibited-discrimination-and-discriminatoryharassment

Academic Appointments Procedures Manual – Recruitment:
https://www.aapm.utoronto.ca/academic-administrative-procedures-manual/recruitment/#_Toc309136693

Defining Competence and Excellence in Teaching:
https://teaching.utoronto.ca/resources/teaching-dossier/