

Academic Career Advancement 2025 Max Rady College of Medicine

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<https://umanitoba.sharepoint.com/sites/um-intranet-health-sciences/SitePages/career-advancement.aspx>



**University
of Manitoba**

Objectives

1. Review the RFHS processes for tenure and promotion
2. Consider what is required for a successful application
3. Understand how applications are reviewed and evaluated

Academic Advancement

- *Tenure and promotion are awarded by the Board of Governors of the University of Manitoba*
- Decisions on tenure and promotion can be made at the same time and the criteria may be similar, but these are independent decisions with different consequences
- Applicants are responsible for assembling the evidence of academic achievement

Academic Advancement

- **Tenure:**

- A contractual agreement between the faculty member and the University,
- Granting of tenure depends both on the academic accomplishments of the individual and the needs of the University.
- At U of M, tenure is available only to members of UMFA who hold a probationary appointment.
- Timeline is clearly defined:
 - The maximum untenured period(MUP) for full-time faculty members is 6 years of full-time service in a probationary position.

Academic Advancement

- **Promotion:**

- Recognition of academic achievement demonstrated over a period of time: “time in rank”
- Awarded as a change in rank
- Timeline: none (!)

- **Streams:**

- **Instructor stream:**
 - Instructor I, Instructor II, Senior Instructor
- **Professor stream:**
 - Lecturer, Assistant professor, Associate professor, Professor

Differences between Tenure and Promotion

- When to apply:
 - Tenure: must apply before the end of MUP (application at 5 years of full-time service, adjusted for leaves)
 - Promotion: you decide when you are ready
- Time period that criteria apply to:
 - Tenure: contributions since appt. to probationary position
 - Promotion: contributions while in current rank
- Withdrawal of applications:
 - Tenure: early tenure applications vs. those at MUP
 - Promotion: any time during the process of review
- Consequences:
 - Tenure: one chance
 - Promotion: can withdraw and try again

Tenure and Promotion in the Same Year

- Tenure and promotion are separate processes
- You can apply for tenure and promotion in the same year, but the applications are reviewed separately
- Two separate applications must be submitted
- The tenure application will be reviewed first. If the recommendation is positive, then the promotion application will be reviewed
- You can apply for tenure and promotion in different years. You can apply for promotion before or after your tenure application

RFHS Tenure and Promotion 2025

PROCESS

- One process for all RFHS applicants
- Tenure and Promotion Committee reviews delegated to each College
- Promotion and Tenure Review Committee Chair appointed by the College Dean and approved by the RFHS Dean.
- Recommendations from the Committee and the Department Head/College Dean come to RFHS Academic Affairs Office and then to the RFHS Dean

RFHS Tenure and Promotion 2025

GUIDELINES

- P and T Guideline revision completed and approved in June 2023
- You can choose either the revised guidelines or the original RFHS guidelines (2015):
 - Until Jan 2029 you can choose original or revised Promotion Guidelines
 - The Tenure Guidelines that were in place when you were appointed to your probationary position
- Please indicate in your cover letter which version of the guideline(s) you want to be used in the evaluation of your application.
- The guideline you choose will be sent to the reviewers with your application.

REVISED GUIDELINES: what is new [and not new]

1. Non-binary language
2. “scholarly” or “scholarship” added to the term “research”: research/scholarship
3. The criteria have not changed
4. Expansion of description of criteria for ranks in the instructor stream and in the professorial stream
5. Clearer statement of the criteria for evaluation of tenure applications
6. Addition of examples in teaching, research and service across the breadth of activities in RHFS (Appendix A)
7. Invitation to speak to EDI activities including provision of an EDI statement. Appendix B provides guidance on development of an EDI statement
8. University and RFHS submission dates and deadlines clarified in a separate section but have not changed

Getting Ready to Apply

- Start early.
- Keep records of all your academic activities and achievements.
- Look at the criteria in the guideline documents.
- Talk to your mentors, Section Heads, or Department Heads. Your performance review is a good time to do this.
- Talk to your colleagues who have recently been through the process.
- Ask to review a recent successful application.

What are the Expectations for Tenure or Promotion?

- Evidence of achievement in the three academic pillars: teaching, scholarship, service
- **Assigned academic duties**: percent of job assigned to each pillar
- Review of the application occurs in the context of the job description and the criteria in the promotion or tenure guideline
- Single stream for promotion works because of the context provided by the job description



Moving up the Ranks [Promotion]

- The review considers accomplishments during time-in-rank. The counter resets after promotion to a new rank.
- The expectations for accomplishment increase sequentially, moving up the ranks.
- It is not an expectation of the University that everyone will be promoted to Professor.



CRITERIA

- Outlined in the RFHS promotion and tenure guidelines available on RFHS intranet:
<https://umanitoba.sharepoint.com/sites/um-intranet-health-sciences/SitePages/career-advancement.aspx#promotion-guidelines>
- Expectations for achievement for each pillar of academic activity for tenure or for each academic rank.
- Appendix A **in the 2023 revised guidelines** provides examples of activities in teaching, scholarship, service, clinical service, and EDI.

APPENDIX A

Teaching, Research/Scholarship and Service Domains: Evidence of academic contributions exemplars

These examples are not exclusive and are provided as a guide to presentation of evidence in support of a tenure or promotion application. Applicants may provide additional evidence of academic contribution that has not been included in these examples, but is relevant to their applications.

Teaching	Research/Scholarship	Service
<i>Evidence of teaching performance and strategies to improve teaching at all relevant levels and types of learners based on assignments: undergraduate, graduate, postgraduate, and professional development.</i> Evidence of effective teaching: • Demonstrate use of student evaluation as evidence to improve teaching performance • Demonstrate use of peer-evaluation as evidence to improve teaching performance • Demonstrate self-reflective learning on effectiveness of teaching strategies as evidence to improve teaching performance • Effective academic supervision, including as student advisor, mentor, or liaison, including advisory role on thesis and examination committees • Supervision of student projects, including research projects, undergraduate, graduate and post-graduate • Representative examples of relevant course materials • Creation, administration and evaluation of examinations of any format/type including clinical and oral examinations • Evidence of innovative courses, course delivery, or creation of new courses • Evidence of performance as coordinator or director of a course, block or program	<i>Evidence of research/scholarship performance and strategies for growth as relevant within the domains of discovery, education, integration and/or application (Boyer EL, 1990)</i> Discovery domain Publications: including articles, communications, pre-prints, monographs, memoirs or special papers, review articles, conference/symposia/workshop proceedings, posters and abstracts, government publications, and reports Creation, curation or sharing of datasets Evidence of application for peer-reviewed research funding and success in obtaining research funding appropriate for the discipline as PI (or nominated PI); as Co-P; as Co-Applicant; as Collaborator; or in another role (please describe) Collaborative team research or project with a defined role or contribution Evidence of continuing professional development relevant to the research/scholarly skills and capabilities Delivery of invited scholarly talks at/as: • Major addresses (keynote) to one's peers at the university, other institutions, or national and international conferences	<i>Evidence of service within the department, college, faculty or university, or to external professional organizations, government agencies, the healthcare system or the community</i> College/Faculty/University Contributions to, or leadership roles in, committees, task forces, workshops, or other administrative and organizational roles within the department, college, faculty or university Contribution to, or leadership of, <i>ad hoc</i> committees created for a specific purpose Contributions to, or leadership of, major university initiatives in planning or organization Leadership roles in department, college, faculty, or university level academic or administrative units Awards or other recognition for service to the university, a professional organization or agency, or outreach to the community Service external to the university: Contributions to service at local, national or international professional organizations related to the role of the individual at the university Participation as a resource person on local and/or provincial committees, boards, etc.

Promotion or Tenure Applications

*Promotion - <https://umanitoba.sharepoint.com/sites/um-intranet-provost-vice-president-academic/SitePages/promotion.aspx>

*Tenure - <https://umanitoba.sharepoint.com/sites/um-intranet-provost-vice-president-academic/SitePages/tenure.aspx>

Sections:

Applicant - Part A

Faculty review committee - Part B

Department Head/College Dean - Part C

Dean of Faculty - Part D

If you are applying for Tenure and Promotion, you must provide two separate applications.

What do you need in an application?

1. Part A of the UM application: only include information relevant to what is being reviewed.

2. Curriculum Vitae

- personal demographics
- education
- credentials
- employment & appointments
- awards
- grants
- publications
- presentations
- students supervised
- academic service
- professional service

No standardized format

3. Academic Dossiers

A description of achievements

- Adds context to your contributions
- Separate sections for:
 1. Teaching activities
 2. Scholarship/research or scholarly activities
 3. Academic service activities
 4. Clinical activities

4. Introductory letter to review committee

- Identify which version of the guideline you have chosen
- Describe your academic career/assigned duties/ job description
- Highlight activities since last promotion or since appointment to probationary position for tenure
- Summarize how these activities meet the guideline criteria
- Highlight personal strengths and contributions to the University of Manitoba
- **TELL A GOOD STORY TO THE PRESIDENT**

Job Description: Assigned Duties

- Initial job description is in the LOO
- Job descriptions often change over time and changes should be documented
- **Assigned academic duties**: percent of job assigned to each pillar: research, teaching, academic service plus *clinical service*
- Review of the application occurs in the context of these assigned duties

Job Description: Assigned Duties

- Define your job description in your cover letter, and ensure that it is up-to-date
- Take the opportunity of annual performance reviews to review your job description with your Section/Department Head.
- Determine whether the formal job descriptions still aligns with what you are doing.
- **What to do if you do not have one**



Teaching Dossier

- Narrative summary: **Be reflective**
- include personal teaching philosophy, goals, innovations & strategies for future development
- List types and levels of students
- Describe internal (courses, academic half-day)
- Describe external lectures, workshops...
- Describe development activities (e.g., TIPS)
- Describe **innovations** in teaching methods, curriculum development, ...

Teaching Dossier (cont'd)

- Include teaching evaluations (undergraduate, residents, fellows, grad students, CPD/CME conference participants)
- List teaching awards
- List graduate student supervision or clinical trainee research supervision
- List student publications and awards (**mentors share the glory**)
- Tell us where your students are now

Student Evaluations

- These are not optional
- Different teaching evaluation systems exist – keep them all in your portfolio
- Summary evaluations
- Individual student evaluations*

*all individual evaluations must be signed by students

Scholarship/Research Dossier

- Narrative summary:
 - include a description of your outstanding contributions for the educated non-expert
- Describe your research and scholarly activities
 - Do not include publications, manuscripts, or emails from editors
- Describe your role in collaborative grants, research programs and publications
- Please see guidelines Appendix A [2023 revision] for examples
- **Highlight KT activities**
- **Bibliometrics are optional**

Academic/Professional Service Dossier

- Narrative summary:
 - describe your reasons for participation and your contribution to goals and objectives of the organization
 - **highlight examples of leadership**
- Internal academic committees
- External service:
 - other universities e.g. external referee for promotions
 - provincial professional organizations
 - national (specialty organizations ,...)
 - international (specialty organizations ...)
 - grant & personnel panels
 - editorial boards, manuscript reviews
 - **Advisory boards/ Community engagement**
- **Include informative documentation as evidence**

(Clinical Activities Dossier)

- Narrative summary:
 - include clinical responsibilities
- highlight leadership roles
- include QA/QI activities
- describe innovations in service delivery
- describe outreach/community engagement activities
- **Make the connection between your clinical activities and your academic activities**

More is not more

- Be succinct
- Be organized
- Check spelling, grammar and punctuation
- Please do not send extraneous material such as:
 - Publications [unless not available on-line]
 - Grant applications or reviews
 - Teaching slide decks or notes

We would expect that the full application would fit into a 1” binder (double-sided).



5. External reviews vs. letters of support

- External reviewers are selected by the University to review application
- Letters of support can be requested by applicant
 - former students, colleagues, co-workers, collaborators, agencies, etc.
 - Letters of support from Heads of Departments in which you hold a cross-appointment
- RFHS Dean sends out a general call to the Faculty and students for comments on those applying for promotion or tenure

External Reviews

- Required for all **tenure applications and applications for promotion to Associate and full Professor**
- Applicant and Department Head/College Dean can confer on list of potential reviewers
- The list of potential reviewers must be approved by RFHS Office of Academic Affairs: **deadline May 1st**
- Reviewers contacted only by Department Head/College Dean by formal letter
- **Reviewers must sign a Conflict-of-Interest statement**

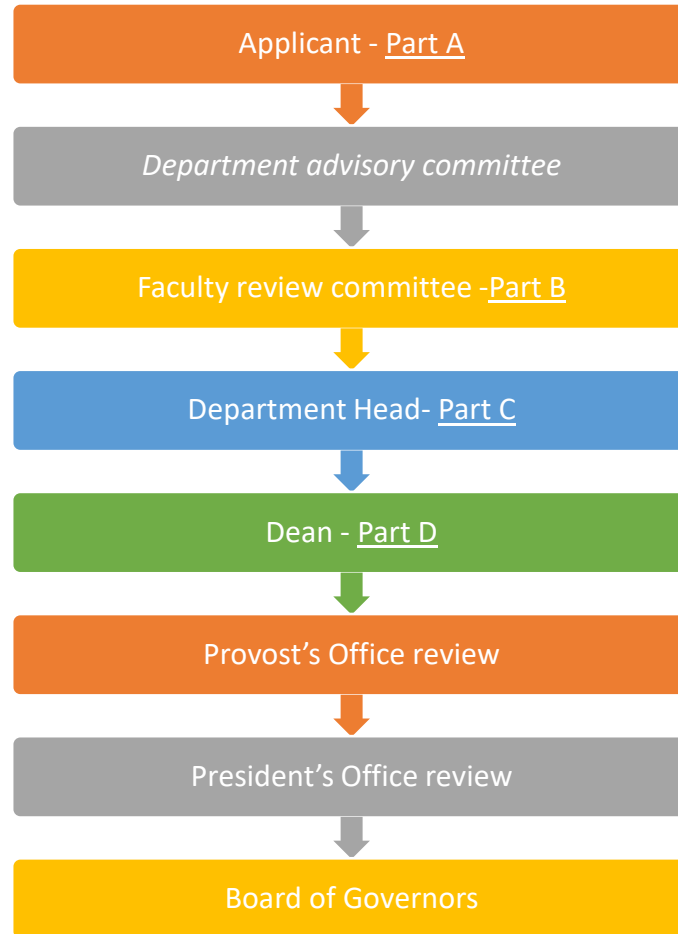
6. Cross Appointments

- If you are cross-appointed in secondary Departments or Colleges, you require a letter of support from the Department Head or College Dean
- It is the applicant's responsibility to request these letters of support
- It is also a time to reflect on whether the cross-appointment is required

RFHS P&T Review Committees

- Chair (appointed by the Dean; non-voting)
- 5 Faculty members (voting)
 - 3 faculty members from home Department
 - 2 faculty external to the Department appointed by the Academic Affairs Office
 - Tenured for tenure reviews
 - Senior rank for promotion reviews
- Department Head (non-voting)
- Applicants are invited to attend the meeting
- Confidentiality and Conflict of Interest principles

PROCESS: What Happens to your Application?



RFHS Academic Affairs Office

- Central oversight for Promotion and Tenure process
- A resource for process questions
- Support for applicants, chairs, committee members
- RFHS Academic Affairs Website:
 - Promotion & Tenure Guidelines
 - Supplemental information
 - Process maps
 - Templates: application form, letters, Col statements, external reviewer lists

Key dates to remember:

- Your department's internal deadlines **[Jan-April]**
- **May 1:** approval of external reviewers
- **July 15:** application for tenure or tenure plus promotion
- **September 15:** application for promotion only
- **September 21:** withdrawal of early tenure applications

Summary

- Start early
- Monitor your job vs. your job description
- Maintain your portfolio - request and keep all teaching evaluations
- Provide an honest, comprehensive self-appraisal
- Recognize that not everyone will achieve rank of Professor (not even Department Heads)

Other 2025 workshops

- RFHS Vice Dean, Jacquie Ripat:
- U of M Vice Provost, Tracey Peter:



Final Thoughts

Be strategic:

- Align your teaching, service, and scholarly activities for success
- Use annual performance feedback to reflect on your job description and accomplishments
- Seek advice from your mentors