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1.0 PURPOSE AND INTRODUCTION

This document describes the guidelines that apply to the promotion and tenure of faculty members of the Faculty of Medicine. Participation and accomplishments in a) teaching, b) research/scholarship or scholarly activity, and c) service and administration are considered in relation to criteria as outlined in this document and with respect to the weighted expectations of a the position held by a faculty applying for promotion and/or tenure.

A faculty member is defined as someone holding the rank of Instructor I, Instructor II, Senior Instructor, Lecturer, Assistant Professor, Associate Professor, or Professor in a full-time, a part-time or a nil-salaried appointment. Faculty members, regardless of roles in the Faculty of Medicine, may receive promotion and, if applicable, tenure, based on the merits of their activities, and evaluation against the relevant criteria and expectations of their position.

Promotion is recognition of past performance at a given academic rank according to criteria and expectations established in accordance with relevant governing policies and procedures of the University of Manitoba.

Tenure is recognition by the Faculty of Medicine and the University of Manitoba that based on previous successful accomplishments and contributions in teaching, research, and service, the university should invest in a continuing appointment for a faculty member, with the expectation that previous performance is predictive of future significant success and contributions.

Process: Prior to making an application for promotion and/or tenure, the faculty member is expected to conduct a self-evaluation of his/her own performance against the responsibilities expectations and weightings set out in the original (or revised) letter of offer, annual performance reviews, duties and responsibilities assigned by the department head over the period under evaluation, and the criteria and weightings provided in this document. Relevant levels of responsibility are discussed and assigned at the time of appointment (as per letter of offer). The relative contributions and expectations can change significantly over time and according to appointment type, as determined by the department head or Dean in conjunction with the faculty member.

A complete application package includes a covering letter to the chair of the Faculty Promotions Committee, Part A of the university application form, an updated Curriculum Vitae, copies or summaries of annual performance reviews from the department head including any changes to expectations, an academic dossier and accompanying documentation including solicited letters of support and teaching evaluations. The Department Head and Associate Dean Academic will provide guidance and advice to faculty members who are preparing applications. The application is submitted to the Office of Academic Affairs. The Faculty of Medicine Promotion and Tenure Committee then considers the application and makes a recommendation using Part B of the university form to the department head. The department head makes an independent recommendation (part C) to the Dean of Medicine. The application is carried forward by the Dean of Medicine (part D) who makes a recommendation to the Vice-President (Academic) and Provost (part E). The Provost makes a recommendation and then forwards the application to the
President of the University of Manitoba, who weighs the cumulative recommendations and makes his/her own recommendation to the Board of Governors (part F). The Board of Governors makes the final decision on whether or not to award tenure or promotion to the applicant. The full application process takes 9-10 months from the time of initial submission until a decision by the Board of Governors is made.

**Timelines:** There are no “normal” timelines for movement through the academic ranks by promotion, and there is no normal or expected period of time in a rank, given that promotions are recommended on the basis of merit. The timeline for tenure applications is provided under the terms of the UM-UMFA Collective Agreement.

**2.0 CRITERIA USED TO GUIDE PROMOTION AND TENURE DECISIONS**

Three domains of academic activity are defined for evaluation of evidence toward promotion and tenure. These domains are a) teaching; b) research/scholarship or scholarly activity; and c) service and administration. They are broadly defined and inclusive of a wide variety of academic activities. In applying for promotion or for tenure, a faculty member needs to provide sufficient evidence to demonstrate the merit of the application relative to the criteria in each domain and the expectations and weightings of their appointment. Faculty members who are in the professorial stream will have expectations in all three domains. Faculty members who are in the Instructor stream have defined expectations in two of the three domains of academic activity.

The weightings (standards against which the evidence in each domain is weighed) are provided proportionate to duties (% time) or activities assigned to an individual by the department head as written in the letter of offer or annual performance reviews under the three domains of 1) teaching, 2) research/scholarship or scholarly activity, and 3) service and administration (including professional and/or clinical services). The evidence in each area that is provided by an applicant will be weighed relative to the proportionate assigned activities in each area.

**2.1. Definition of scholarly activity and scholarship**

**Scholarly activity:** Scholarly activity requires high levels of discipline-related expertise, self-directed improvement, inquiry and innovation. The results of scholarly activity may require publication for their application, dissemination, and translation into new practices. This communication of scholarly work is the foundation of scholarship.

**Scholarship:** Scholarship is the generation, integration, application, publication and dissemination for advancement of knowledge in any field including biomedical research, education, leadership in academic medicine, or professional service.

Scholarship can be identified in four areas to include:

a. the scholarship of discovery (generating new knowledge through investigations),
b. the scholarship of teaching (application of shared knowledge, development of innovative teaching and evaluation methods reported through external publication and presentation).
c. the scholarship of integration (giving meaning to isolated facts, providing perspective, connecting within and across disciplines, such as with multi-disciplinary or inter-professional approaches), and
d. the scholarship of application and translation (the use of knowledge to problems of consequence; interaction of theory and practice through discourse on clinical issues, policy papers, program development).

2.2. General assessment of expectations for appointment and promotion by academic rank
It is expected that faculty members, who are in the professorial stream, who apply for promotion and/or tenure will provide evidence of their performance as outlined in Table 1 which lists expectations for appointment and promotion by rank in the professorial stream. Faculty members who are in the Instructor stream have defined expectations in two of the three domains of academic activity and must also provide evidence of meeting criteria for performance in order to be offered continuing status and/or to be promoted from a lower to a higher rank.

2.3 Evidence to meet the criteria for promotion
An academic dossier, prepared by the applicant, provides the evidence of accomplishment to be considered for promotion or tenure. The domain of teaching is presented in the teaching dossier. The domain of research/scholarship is presented in the research and scholarship dossier. The area of scholarship is defined in 4 broad categories to reflect the diversity of roles served by the faculty. The areas of scholarship include discovery (traditional biomedical research), teaching, integration and application. The domain of service is presented in the service dossier and includes a description of service activities for the section, the department, the university, extramural academic organizations and agencies, and professional organizations. Table 2 provides examples of relevant evidence in the 3 academic domains.

3.0 TENURE GUIDELINES

3.1. Description
Tenure “… shall mean the right granted to some faculty members which results in the continuation of the faculty member’s academic appointment until retirement or until otherwise terminated.”

Tenure constitutes a mutual undertaking, on the part of the member, that he or she will continue to perform conscientiously the functions of a teacher and a scholar. The University of Manitoba uses the term “probationary appointment” to refer to an appointment in the tenure stream or a tenure track position, as distinct from an appointment made on a contingent basis as outlined in University Policy 702. Tenure refers to a change in appointment status.

3.2. Criteria.
The granting of tenure signifies that the University considers that a faculty member has demonstrated his/her worth and will continue to do so in the future.
Generally, criteria for tenure are that a faculty member:
1. holds a current probationary appointment at the rank of Assistant Professor or higher at the time of application for tenure;
2. has demonstrated sustained commitment to and success in scholarly activity and research, teaching and service and administration activities including professional clinical service and activities (if applicable); 
3. has demonstrated sustained success in performance of assigned duties and responsibilities of such quality that the goals and objectives of the department and Faculty and the academic needs of the University were and will continue to be enhanced; and 
4. is anticipated on the basis of previous performance at this institution as exemplified by points 2 and 3 (above), to be an individual who will continue to perform conscientiously in research/scholarship, teaching and service activities for the benefit of advancing programs of the Faculty of Medicine and the University of Manitoba.

Regarding the timeline for tenure, an application for tenure normally can occur once a faculty member has completed at least three years of full-time employment in a probationary appointment (19.C.4, UM-UMFA 2004-2007 Collective Agreement). A faculty member in a probationary appointment must apply for tenure before the end of her/his maximum untenured period, which is normally 6 years. The length of the maximum untenured period may be affected by appointments previous to the probationary appointment as well as certain types of leaves. Prior to five years in an untenured probationary appointment, a member of the Faculty can make an application for tenure. This application will be considered an application for “early tenure”. In this situation, the applicant is expected to meet the same criteria and have achieved the same level of competence as someone who has completed the maximum untenured period, regardless of the number of years on a probationary appointment (UM-UMFA Collective Agreement, 19.C.4.4.2).

4.0 PROMOTION GUIDELINES

Promotion relates to a change in rank. Ranks in the professorial stream are: Lecturer, Assistant Professor, Associate Professor and Professor. Ranks in the Instructor stream are: Instructor I, Instructor II and Senior Instructor. Recommendations for promotion are restricted to an increase from one rank to the next higher rank in the same stream, notwithstanding merit or length of service at that rank. The contributions of a member at the current rank (either since initial appointment or since the previous promotion) are considered in evaluating an application for promotion to the next academic rank.

4.1. Description: 
Promotion is recognition by the University that a faculty member has reached a particular level of academic maturity and scholarly excellence in teaching, research/scholarship or scholarly activity, service and other academic duties. 
Promotion is an increase in status in the discipline from one rank to another and shall be based upon the contribution that the faculty member has made to his/her discipline, department, Faculty and the University at the current rank. The duties specifically assigned to the faculty member during the time under consideration must be taken into account in the application of criteria and weightings. 
Faculty who hold a full-time, part-time or nil-salaried appointment in the Faculty of Medicine are eligible for promotion. While the criteria are not affected by the type of appointment held by
a faculty member, the evidence will be evaluated in relation to the percentage of full-time equivalency (in the case of part-time appointees) or the extent of voluntary contributions (in the case of nil-salaried appointees).

4.2. General Criteria for Promotion in the Professorial Stream

It is recognized by the Faculty of Medicine that promotion will be based only on merit after an assessment that is supported by evidence. Therefore, promotion is not automatic or based on years of service. There is no “normal” timeline for promotions.

General principles applied to the promotion process:

- the body of evidence required for promotion to higher ranks is larger and demonstrates higher impact than that required for promotions to lower ranks,
- contributions and activities since the previous appointment or change in rank will be considered in weighing the merit of an application
- achievement of the rank of Associate Professor or Professor is not expected for all faculty,
- contributions are evaluated by the merit of performance more than by number of items in or the magnitude of a dossier,
- the impact of scholarly work and scholarship in a field or institution, demonstrated by such recognition as from peer assessment, citations, impact, development and/or licensing of intellectual property and patents, and/or peer reviewed publication, is more important than the number of publications, patents, reports, awards and invitations,
- length of service and/or proximity of a faculty member to retirement are not part of the criteria in considering an application for promotion,
- there is no “normal” timeline for achieving promotion, given the broad range of activities, expectations, professions, professional qualifications, types of appointment, and cultures in departments and disciplines,
- the potential impact of an innovation or discovery, creative work or scholarly activity may be recognized long after it is established,
- all faculty holding a PhD degree will be given initial academic rank of Assistant Professor in their first academic appointment of their career
- departments vary as to the first academic rank that is provided to a non-PhD faculty in the Professorial stream, either a Lecturer or an Assistant Professor appointment, and is at the discretion of the department head,
- institutional and national or global changes in the culture of a discipline or field that occur as a career develops could affect the apparent impact or evaluation of contributions of individuals.

The criteria for promotion at each rank are provided below, and evidence of performance must be demonstrated by clear documentation of a strong academic record, by objective internal and external evaluations (as appropriate at a given rank), and by sustained progress in advancing scholarship in the domains of teaching, research and service.

i) Lecturer to Assistant Professor:

All applicants for Assistant Professor must hold an MD degree or graduate research degree (Master’s or PhD) and/or equivalent professional expertise that may include a research-based graduate degree. Promotion to the rank of Assistant Professor normally requires completion of
academic qualifications and evidence of ability and success in teaching, interest and early activity in research and scholarly work, professional service and administration. It is recognized that some departments appoint all new faculty to the rank of Lecturer. Promotion to Assistant Professor is recommended by the departmental promotions committee and approved by the Department Head.

For promotion to the rank of Assistant Professor, an individual must:
1. demonstrate an ongoing and increasingly effective role in teaching through consistently positive evaluations, educational initiatives and innovations and/or developing leadership in teaching a discipline or program over a sustained period of time, AND
2. demonstrate scholarly activity in health care, research, education or professional service through successfully undertaking, cooperating in or initiating a series of inquiries or studies in a new program, collaboration or project, AND
3. demonstrate effective contributions to administrative service to the department, School, Faculty or community.

ii) Assistant Professor to Associate Professor:
Promotion to the rank of Associate Professor normally requires evidence of excellence in teaching, sustained and successful or productive research/scholarship and/or scholarly activity, professional and/or administrative service beyond that expected of an Assistant Professor. It is noted that some departments appoint all new faculty to the rank of Assistant Professor. Graduate degree or professional qualifications will not normally be used as the sole factor for making a negative recommendation unless the achievement of such degree/qualification was expected as part of assigned duties since appointment or the most recent promotion. The applicant must hold an MD degree with specialist certification (Royal College of Physicians and Surgeons of Canada, College of Family Physicians of Canada or equivalent specialist expertise for physicians trained outside of Canada); or a PhD degree and post-doctoral training or equivalent professional expertise; or equivalent professional expertise from another profession including but not limited to Occupational Therapy, Physical Therapy, Respiratory Therapy, Clinical Health Psychology, Physician Assistant, Nursing, Pharmacy, or Dentistry, plus a Master’s degree.
At least 3 letters of external evaluation are required from experts in the field from outside Manitoba who hold academic rank of Professor, in most cases. The external referees must be approved by the chair of the promotions committee for rank and university affiliation.

For promotion to the rank of Associate Professor, an individual must meet 2 of the following 3 criteria:
1. demonstrate a sustained record of very good to excellent teaching, and has taken effective initiatives in developing teaching expertise and educational materials, enhancing curricula, delivering innovative and important educational programs, and reporting on those initiatives for the improvement of learning or practice in the field, and ongoing, effective and documented contributions to administrative and/or professional service and scholarly activity,
2. demonstrate effectiveness as a scholar in at least one area, through sustained interest, collaboration and dedication, and a growing record of peer-reviewed activity, reporting and publications that represents a significant contribution to the field or area
of expertise (such as research in a clinical or basic science culture) that is recognized by peers at a national level, and ongoing, documented effective contributions to administrative and professional service and teaching,

3. demonstrate the ability to take an effective leadership role in academic affairs and administrative or professional service as an academic at the local and national or international level in basic science or clinical cultures, the Faculty, the University of Manitoba or the broader community.

iii) Associate Professor to Professor:
Scholarship (in roles including researcher, educator, investigator, administrator, clinician, health care professional) is the gold standard in evaluation of merit in the Faculty of Medicine, and is required for promotion to Professor. Promotion to the rank of Professor is reserved for those individuals whose contributions are outstanding, and who have demonstrated scholarship in contributions in two or more areas of the academic activity of which one is recognized at the international level. To meet this standard, such accomplishments are expected to show dedication (time and effort), leadership, impact and innovation. Scholarly activity (in teaching, research, service and administration), which is engaged by an individual in the development of scholarship is also highly beneficial to the University of Manitoba and Faculty of Medicine although without scholarship (of discovery, integration, application and translation including teaching) will not merit promotion to Professor.

Professional contributions at this rank should not be of a routine or repetitive character; practicing a profession as an average consultant or professional is insufficient evidence of high quality professional activity to merit promotion at this rank. Evidence will demonstrate that an individual is a leader in a field or possesses outstanding stature or expertise. At this rank, professional qualifications will be those appropriate to maintenance (professional qualification) or achievement (PhD or equivalent research degree) of academic standing, including where the highest possible qualification or degree was not achieved prior to promotion to the rank of Associate Professor.

At least 3 letters of external evaluation are required from experts in the field who hold the academic rank of professor from academic institutions outside Manitoba, at least one of whom is from outside Canada. The external referees must be approved by the chair of the promotions committee for academic rank and university affiliation.

For promotion to the rank of Professor, an individual must:

1. demonstrate exceptional scholarship and contributions as an educator in one or more disciplines, and excellent scholarly work in significant and important areas of professional and/or administrative service; OR

2. demonstrate a combination of distinguished scholarship in a research discipline or field, professional or educational program development or have advanced professional practices in a discipline, with documented excellent and/or innovative contributions in teaching and service; OR

3. demonstrate a sustained record of outstanding, exceptionally high-quality scholarly activity and professional or institutional leadership that are documented by publications, peer-reviewed literature, and/or high-impact programmatic developments in areas of research and creative activity or teaching in any clinical or
basic science culture and/or professional or administrative service; AND, on the basis of the above points
4. have an established positive reputation, based upon peer evaluation and peer reviewed publication, as a nationally and internationally recognized scholar or discipline leader (in research, teaching, academic medicine or professional service, and/or service and administration) with continued high quality contributions

4.3. General Criteria for Promotion in the Instructor Stream
Generally appointments in the Instructor Stream define responsibilities under two of the three major criteria, most often in teaching and service/administration.

i) Instructor I to Instructor II
For promotion to Instructor II, an individual must:
1. hold a professional degree such as an MD, with advanced/specialty qualifications or relevant graduate degree or other equivalent professional or scholarly qualifications, AND
2. demonstrate high quality teaching and a commitment to educational innovation, AND
3. demonstrate effectiveness through contributions to areas of service, as assigned, including to the department, the University of Manitoba, the community and/or the profession (where relevant).
4. Notwithstanding the above requirements, an individual may also demonstrate additional commitment and interest in scholarly activity, such as may be evidenced by successful initiation of a research program or scholarly project.

ii) Instructor II to Senior Instructor
The rank of Senior Instructor is normally awarded to those instructors who are excellent teachers in addition to demonstrating excellent performance in at least one other role expected of faculty.

For promotion to Senior Instructor, an individual must:
1. have a professional degree such as an MD with advanced/specialty qualifications or relevant or equivalent graduate degree,
2. demonstrate excellence and innovation in teaching and the development of innovative educational programs and teaching materials, AND EITHER
3. demonstrate a growing and sustained record of scholarly, creative activity and/or research representing a significant contribution to the discipline or professional field, OR
4. demonstrate leadership and initiative in administrative service to the University of Manitoba, the profession and/or the community.

5.0 PROCESS AND PROCEDURES

5.1. General:
The selection of appropriate evidence (type, quantity and quality) for each faculty member is linked to the roles and responsibilities outlined in the original Letter of Offer. These roles and responsibilities will evolve, and are determined through a collegial process based on the Letter of
Offer at the time of appointment, annual performance reviews and assignment of duties from the head of the department. Changes in roles, responsibilities, and weightings should be documented in writing by the department head and the faculty member.

All applications will be considered under the present document. Future revisions to the present document must be approved by Faculty of Medicine Faculty Executive Council.

5.2. Prior to applying:
Given the importance of teaching excellence to the Faculty of Medicine and the University of Manitoba, and the variation in rigour and reliability of teaching evaluations by department or discipline, departments are recommended to establish a working group to ensure that teaching by all members of department's faculty should occur on an annual or regular basis. While there is no minimum amount of teaching required to achieve a promotion, external activities and external contributions to professional or discipline-related agencies and organizations should generally not impair the capability to provide teaching contributions to the department and institution.

The mentorship role of the department promotions committee chair or section head in providing feedback to the faculty member is understood and expected. In addition, the faculty member is invited to review their self-evaluation informally with the chair of the Faculty Promotions Committee in advance of an application for suggestions on the scope, collection, organization and the weight of evidence in the dossier that will support his/her application. As a guide to department heads, the determination of weightings should be linked with the job description of a faculty member, and any formal re-assignments since appointment.

5.3. Application

i) Covering letter: this letter will provide a summary of the relative proportions of activity related to the 3 academic domains, over the period under consideration since the initial appointment or previous promotion, and whether the activities were concordant with the described activities in the most recent "Letter of Offer" made to an individual. Written to the chair of the Faculty promotions committee, the covering letter serves as an executive summary of an applicant’s dossier and full application package, and should clearly state the basis for an applicant's self-assessment that performance and contributions merit recognition for tenure and/or promotion according to the criteria and the previously established weightings. The letter should address important or unique contributions, “non-traditional” creative works, initiatives or activities (in any domain) that contribute to mission of the Faculty and University.

ii) Application form: This form (called Part A of the application form) is required for an application for tenure, for promotion or for a combined application for both considering promotion and tenure.

iii) Curriculum Vitae: this is a requirement of the application process stipulated by The University of Manitoba.

iv) Dossier: The dossier that accompanies the application provides the evidence in a narrative description that supports a candidate’s application and provides contextual information regarding the applicant’s accomplishments including copies or summaries of annual performance reviews. It should include information related to the major roles of a faculty member in each of the
academic domains of teaching, research/scholarship or scholarly activity, and service and/or administration. It must include a statement of teaching philosophy and personal goals. The dossier should also collate the evidence of contributions under each domain. The dossier should address directly the reasons why an applicant feels promotion and/or tenure are merited in the Faculty of Medicine, in common terms that are understandable to the university community, within and outside a particular discipline.

v) Letters of evaluation: At least three letters of external evaluation from experts in the field outside of Manitoba are required for all applications for tenure. At least three letters of external evaluations from experts in the field outside of Manitoba are also required for all applications for promotion to Associate Professor and Professor. For promotions to Professor, at least one of the external evaluations must be from outside of Canada. The request for an external evaluation originates with the chair of the departmental promotions committee, as a designate of the chair of the Faculty Promotions committee, and must include a clear statement of the weightings (proportionate assigned duties in each academic domain) that are to be utilized in weighing the evidence provided by the applicant against the criteria outlined in this document.

The selection of external evaluators is discussed between an applicant and the chair of the departmental committee. The faculty member may not contact potential evaluators. The chair of the departmental promotions committee must provide the list in advance to the Faculty office of academic affairs for approval.

Letters of evaluation are confidential to the Faculty Promotion and Tenure committee and they should not be circulated to the faculty member who is applying for promotion or tenure. However, letters of evaluation (regardless of source and with attributions removed) will be provided to a faculty member who is appointed under the UM-UMFA Collective Agreement, within 10 days of receipt of the application in the Dean’s office, stripped of identifying information as to source/author.

External evaluators must have a university appointment; external evaluators must hold an academic and/or an equivalent professional appointment at a rank higher than the individual applying for promotion. For individuals applying for promotion to Professor, all the external evaluators must hold that academic rank. For individuals applying for promotion to Associate Professor, external evaluators holding rank of Associate Professor may be considered.

The material that is sent to an external evaluator should include at the least the following: the application form (Part A), the CV and covering letter from an individual, and representative parts of the dossier, plus a complete copy of the Faculty of Medicine Promotion and Tenure document that governs promotion and tenure for that individual.

No other information or document, such as those that describe ancillary or distinct criteria and/or weightings tailored to a department, will be used to guide evaluation of an application at any level.

vi) Checklist: As per requirements on the website of the Vice-President (Academic).
vii) Promotion in more than one Department/Faculty: Individuals considering application for promotion in the Faculty of Medicine, who are appointed in more than one department in the Faculty, will submit one application in the primary department to which they are appointed. Following a successful promotion in that department, all other appointments in the Faculty of Medicine will be automatically accorded the new rank. It is the responsibility of the primary department and the individual to ensure that the required reappointments from other departments for that individual at the new rank are provided to the office of academic affairs at the time the promotion is being recommended by the Faculty of Medicine.

Those individuals who hold appointments in more than one Faculty, and who wish to apply for promotion in those positions may be considered through a joint Promotion committee, the membership and procedure for which will be established in advance, by consensus between the office of academic affairs of the Faculty of Medicine and the Dean of the other Faculty, and agreed to by the individual intending to apply. Membership in this Promotion committee would be tailored to represent the particular proportion of academic activities contributed by that member on behalf of the respective Faculties.

Individuals who hold one or more “Part-time” or “Part-time, nil-salaried” appointments in the Faculty of Medicine in recognition of their contributions toward education, research and scholarly work or other activities in a department, are eligible to apply for promotion.

A promotion in the Faculty of Medicine will only result in a change in academic rank of one step, regardless of the length of time at the present rank, the contributions and performance of an individual at that rank, and the nature of the appointment (nil-salaried, Full-time or salaried Part-time member of faculty).

viii) Deadlines for receipt of the application by the Office of Academic Affairs: These dates serve as a guide, and are set by the University of Manitoba. These dates may change, dependent upon changes in the University of Manitoba academic schedule. It is the responsibility of the faculty member and the chair of the departmental promotions committee to plan for the necessary time required to meet the deadlines set by the university.

<table>
<thead>
<tr>
<th>Date</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 1</td>
<td>Pre-Approved lists of External Referees (Promotion &amp; Tenure)</td>
</tr>
<tr>
<td>July 1</td>
<td>List of Promotion Applicants</td>
</tr>
<tr>
<td>July 1</td>
<td>List of Tenure Applicants</td>
</tr>
<tr>
<td>July 15</td>
<td>Completed applications for Tenure/Early Tenure and combined Tenure/Promotion</td>
</tr>
<tr>
<td>September 15</td>
<td>Completed applications for Promotion only must be received by Office of Academic Affairs</td>
</tr>
<tr>
<td>Rank</td>
<td>Teaching</td>
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<tr>
<td>-----------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lecturer</td>
<td>Evidence of aptitude and skills in teaching at all levels</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>Evidence of excellence in teaching at all levels of learners</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>Evidence of excellence in teaching at all levels of learners with evidence of innovation in education</td>
</tr>
<tr>
<td>Professor</td>
<td>Evidence of excellence in teaching at all levels of learners with proven high quality mentorship, evidence of innovation and leadership in education</td>
</tr>
</tbody>
</table>
TABLE 2  EXAMPLES OF EVIDENCE FOR PROMOTION IN THE THREE DOMAINS OF ACADEMIC ACTIVITY

<table>
<thead>
<tr>
<th>Teaching</th>
<th>Research/scholarship</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence of performance and teaching improvement strategies in teaching all levels and types of learners: undergraduate, postgraduate, professional development, and different health professions</td>
<td>Evidence of performance in scholarship of discovery, education, integration and/or application</td>
<td>Evidence of performance in service to the university, external professional organizations</td>
</tr>
<tr>
<td>✓ student evaluations of course and/or instructor for lecturing, tutoring, student supervision, student counseling, organization of courses and evaluations and team teaching, etc.</td>
<td>✓ peer-reviewed publications of research, case studies, outcome and evaluation studies, books, book chapters, monographs, educational materials, educational research or philosophical essays, through communications in recognized scientific and scholarly media</td>
<td>✓ contributions to and/or leadership roles in committees, task forces or workshops or other administrative and organizational roles within the department, Faculty or University</td>
</tr>
<tr>
<td>✓ written course material, class handouts, presentations or other instructive materials</td>
<td>✓ success in attracting operating, program and/or personnel support from external national or international granting agencies that conduct peer review, including contracts for peer-reviewed, scholarly clinical trials</td>
<td>✓ contributions to committees or other administrative activities in the department, programs, the Faculty and/or the University</td>
</tr>
<tr>
<td>✓ supervision of teaching in a clinical setting</td>
<td>✓ peer-reviewed abstracts at professional or discipline-specific conferences or meetings</td>
<td>✓ improvement in organization of programs that are aimed to raise the quality of education or program delivery</td>
</tr>
<tr>
<td>✓ creation, administration and evaluation of examinations of any format/type including clinical evaluations on the ward, participation in Objective Structured Clinical Examinations (OSCEs), multiple-choice examinations, oral examinations, problem solving examinations, written examinations, etc.</td>
<td>✓ visiting professorships, invited lectures and scholarly presentations</td>
<td>✓ participation in, contribution to and recognition of service by local, national or international professional associations related to the role of the individual at the University, the role of professionals in health care, the development and evaluation of standards and accreditation of programs against standards</td>
</tr>
<tr>
<td>✓ design, re-development, improvement or implementation of clinical teaching programs, rotations, methods, student experiences or activities; and evidence of industry and innovation in this regard</td>
<td>✓ collaborations in research projects, co-investigator in peer-reviewed research grants</td>
<td>✓ participation and contribution (without remuneration) to external (non-university) community agencies or organizations related to the individual’s role at the University</td>
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<tr>
<td>✓ design, re-development, improvement or</td>
<td>✓ presentations or posters at conferences or workshops of a recognized scientific, scholarly or professional organization or</td>
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<tr>
<th>Teaching</th>
<th>Research/scholarship</th>
<th>Service</th>
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<tr>
<td>implementation of non-clinical teaching programs, courses (at any level), methods of teaching, student experiences or activities; and evidence of innovation in teaching, such as recognized through awards from peers, departments, students, agencies and the university</td>
<td>✓ success in research or program development in health policy, public health, epidemiology and population health, including implementation, evaluation, publication and communication</td>
<td>✓ leadership role and/or elected office in national or international societies</td>
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<tr>
<td>✓ awards for teaching, education and/or mentorship at any level from any source related to university, professional or other bodies</td>
<td>✓ recognition or awards for research or scholarly activity,</td>
<td>✓ repeated requests/nominations to contribute to major initiatives in planning or organization, particularly those in which an individual has a leading role</td>
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<tr>
<td>✓ supervision of a graduate student resulting in a research thesis that contributes new knowledge</td>
<td>✓ recognition of high level competence in research by peers within and external to the institution</td>
<td>✓ consultations to external organizations or government</td>
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<tr>
<td>✓ supervision of an undergraduate student resulting in a publication or research thesis, or career and/or academic advancement of the student</td>
<td>✓ retrospective or prospective clinical study of a pathology or behaviour</td>
<td>✓ contributions to organization of panels or activities that review grants or manuscripts or textbooks</td>
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<td>✓ performance as student advisor, mentor or liaison, including advisory roles on thesis and examination committees</td>
<td>✓ software or media authorship with copyright to author</td>
<td>✓ awards for service to the university, a professional organization or agency, or outreach to the broader public community</td>
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<tr>
<td>✓ performance as coordinator or director of a course, block or program</td>
<td>✓ demonstrated impact of teaching through changes in research, practice or outcomes of student learning, especially those of a significant undertaking</td>
<td>Professional organizations</td>
</tr>
<tr>
<td>✓ demonstrated impact of teaching through changes in research, practice or outcomes of student learning, especially those of a significant undertaking</td>
<td>✓ delivery of teaching rounds, journal club in medical education, grand rounds, seminars, continuing medical education rounds, presentations and workshops on teaching methodologies at local or national meetings</td>
<td>✓ reviews and review panel activities for peer-reviewed journals</td>
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<tr>
<td>✓ clinical education in-service</td>
<td>✓ ✓ position and policy papers and reports, including new curriculum documents and innovative teaching materials circulated external to The University of Manitoba</td>
<td>✓ reviews and review panel activities for granting agencies</td>
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<td>✓ conducting teaching rounds and grand rounds</td>
<td>✓ ✓ development of comprehensive documents including proposals for new curriculum, new programs, programs undergoing major revision that are circulated external to University of Manitoba</td>
<td>✓ documented success in professional or health care delivery role(s) within the department or Faculty where the professional licensing bodies and the University require appropriate professional qualifications for practice. Requirements may include particular clinical acuity, high-quality patient care (exemplified by completeness and accuracy of investigation procedures, reports, and case records), responsible use of hospital and laboratory services, ability to communicate with colleagues and co-workers, contribution to institutional quality assurance programs, and demonstrated performance in all the competencies and levels of professional skill normally expected of a member of an</td>
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<tr>
<td>✓ fieldwork supervision and development of new clinical placement sites and ancillary association</td>
<td>✓ innovations in teaching practices and evaluation methodologies that are communicated external to The University of Manitoba and adopted into practice in other Schools or Faculties</td>
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**Scholarship of education**

- ✓ position and policy papers and reports, including new curriculum documents and innovative teaching materials circulated external to The University of Manitoba
- ✓ development of comprehensive documents including proposals for new curriculum, new programs, programs undergoing major revision that are circulated external to University of Manitoba
- ✓ innovations in teaching practices and evaluation methodologies that are communicated external to The University of Manitoba and adopted into practice in other Schools or Faculties
- ✓ recognition or awards for educational scholarship, leadership or innovations
- ✓ a strong track record of scholarly academic performance (teaching, research, personnel awards) by graduate students and trainees
- ✓ an edited medical text or reference text

**Professional organizations**

- ✓ reviews and review panel activities for peer-reviewed journals
- ✓ reviews and review panel activities for granting agencies
- ✓ documented success in professional or health care delivery role(s) within the department or Faculty where the professional licensing bodies and the University require appropriate professional qualifications for practice. Requirements may include particular clinical acuity, high-quality patient care (exemplified by completeness and accuracy of investigation procedures, reports, and case records), responsible use of hospital and laboratory services, ability to communicate with colleagues and co-workers, contribution to institutional quality assurance programs, and demonstrated performance in all the competencies and levels of professional skill normally expected of a member of an
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<td>evaluation mechanisms</td>
<td>✔ invitations (as distinct from attendance) to participate and contribute to workshops or refresher courses relevant to the profession, professional training programs or professional practice specialty</td>
<td>academic medical centre and professional discipline, and maintenance of such competencies</td>
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<td>✔ contributions to continuing medical and/or professional education, including program design, delivery, evaluation and/or accreditation</td>
<td>✔ invited presentations or contributions to major post-graduate courses or symposia</td>
<td>✔ effective performance in an appropriate clinical-service workload</td>
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<td>✔ teaching skills that lead to demonstrated improvement in student success or student acquisition of knowledge and skills</td>
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<td>✔ contributions to duties outside of usual assigned duties in consideration of extraordinary situations or department needs</td>
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<td>✔ innovations in or revisions of curriculum or methods of teaching in the Faculty of Medicine or other programs at the University of Manitoba or other learning institutions</td>
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<td>✔ contributions to professional bodies in a specialty or discipline</td>
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<td>✔ teaching that improves the quality and safety of patient care</td>
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<td>✔ contributions to regulatory or licensing bodies such as the Royal College of Physicians and Surgeons of Manitoba</td>
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<td>✔ teaching to peers related to development of research, writing, teaching, administrative or mentorship skills, behavioural changes, policies and procedures of the department or University of Manitoba</td>
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<td>✔ contributions to programs for clinical administration and health services programs that improve the quality of program delivery, including the quality and safety of clinical or professional care of patients</td>
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<td>✔ significant contributions to public education that are included in assigned duties and responsibilities</td>
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<td>✔ peer recognition as a clinical expert in a discipline, specialty, sub-specialty or an area of clinical research, as indicated by referrals from academic colleagues and the profession(s) as a whole</td>
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<td>✔ advisory role on graduate student committees resulting in research thesis</td>
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<td>✔ participation in, contribution to and recognition of clinical service by local, national or international professional associations related to the role of the individual at the University, especially provided by a leadership or chairing role</td>
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<td>✔ development and documentation of a database or model for evidence-based clinical practice</td>
<td>✔ contribution to professional agencies or organizations related to the individual’s roles and expertise in clinical practice at the University and/or in the Province of Manitoba, Canada or elsewhere, especially those contributions that additionally have capacity for long-term improvement of educational, research, scholarly and service</td>
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<td>✔ editorial or editorial board activities (from an individual's scholarly expertise) for a journal, book, monograph, performance work, instructive media</td>
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<td>✔ communications on evaluations of clinical practice or changes in practice expectations and their relation to health care outcomes</td>
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<td>✔ leadership in and contributions to the development of a research and scholarly culture, motivation, activities and successes in a department engaged in a cultural transition, including transition from a department that historically had a more singular focus on education</td>
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<td>✔ reviews, especially cited reviews of the world literature that analyze a clinical problem or public or population health issue</td>
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<td>✔ publication in refereed journals of original basic or applied research on collaborative practice or patient-centred practice or systems development</td>
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<td>✔ achievement of peer-reviewed funding or research (individual or collaborative) that is directed toward improvement of health care, health services delivery, physician and care, health services delivery, physician and</td>
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<td>health professional resource allocations, and the outcome of care in Winnipeg, Manitoba, Canada or internationally</td>
<td><strong>Scholarship of application</strong>&lt;br&gt;✓ communications (written, oral or electronic) with demonstrated positive impact on the university, discipline, government, industry and/or the public sector&lt;br&gt;✓ creation of equipment or medical device&lt;br&gt;✓ patents and patent applications, the areas of which are described sufficiently for their evaluation as scholarly work (the inherent intellectual property can be protected during the evaluation by provisions of a non-disclosure agreement between the applicant and other relevant individuals)&lt;br&gt;✓ case reports and technical reports in refereed journals that impact on care&lt;br&gt;✓ collaborations and/or leadership in scholarly work related to improving clinical and/or therapeutic practices of health care and the improvement of patient safety&lt;br&gt;✓ leadership in research such as by a principal investigator in multi-centre clinical trials&lt;br&gt;✓ proposals, collaborations, publications, communications and leadership in multidisciplinary translational research in clinical medicine, therapy, therapeutics, and education&lt;br&gt;✓ contributions through authorship in a clinical policy, practice guideline, directive or emergency preparedness guideline or policy&lt;br&gt;✓ contributions to collaborations for health care improvement, patient safety or public health especially including published activities in the Faculty of Medicine&lt;br&gt;✓ leadership role and/or elected office in national or international societies&lt;br&gt;✓ innovation and leadership in examination of programs for improving health care delivery, quality of care, patient safety and satisfaction and/or quality assurance especially as relates to linkage with education and the practice of medicine or other professions&lt;br&gt;✓ leadership role (through representation, election or voluntary contributions) in committees, working groups or task forces that are internal to the University of Manitoba, the regional health authorities, Manitoba Health and other organizations&lt;br&gt;✓ contributions to organization and delivery of services by health care and other professionals through agencies such as government and regional health authorities&lt;br&gt;✓ consultations to external practitioners, organizations or governments&lt;br&gt;✓ awards for clinical service in a generalist, specialist or sub-specialist role&lt;br&gt;✓ voluntary outreach for which clinical services and activities require the volunteer to hold medical or other professional certification or qualifications</td>
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<td>reports in peer-reviewed professional journals</td>
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<td>reports on standards of practice published in peer-reviewed journals or other media, and/or practice guidelines that are written and adopted on a provincial or national level</td>
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<td>secondments to national or international health care, health-related, educational or governmental or major non-governmental agencies in recognition of unique academic or professional expertise and competencies</td>
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<td>newsletter editor, guest editorials with interest outside the major discipline of an individual</td>
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<td>recognized contributions to external collaborations that organized or implemented innovations in local, regional, national or international directions of a discipline, profession, program, agency or body, the activities of which are recognized to have considerable impact on the University or the Faculty</td>
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<td>demonstrated leadership in program development, implementation or evaluation</td>
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<td>demonstrated ability to carry out extensive, well-organized or innovative programs that are outside “traditional” knowledge areas of teaching, research/scholarship or scholarly activity, and service.</td>
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<td>invitations for contribution to programs or program development of an academic nature including those for knowledge translation, research or public or community awareness, institutional advancement</td>
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<td>innovative methods for improving the quality of academic, educational, administrative and/or research programs</td>
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<td>innovative methods for improving the quality of clinical and professional activity</td>
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<td>significant impact on an external community from outreach activity that also benefits the Faculty of Medicine and The University of Manitoba</td>
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**Other evidence that cross the academic domains**

- production of video, audio or on-line materials that are used in education, knowledge translation, and/or communication
- provision of interviews in print and non-print media (audio or television or web cast) on behalf of the department, the Faculty, the University, the profession or the discipline
- newsletter editor, guest editorials with interest outside the major discipline of an individual
- recognized contributions to external collaborations that organized or implemented innovations in local, regional, national or international directions of a discipline, profession, program, agency or body, the activities of which are recognized to have considerable impact on the University or the Faculty
- demonstrated leadership in program development, implementation or evaluation
- demonstrated ability to carry out extensive, well-organized or innovative programs that are outside “traditional” knowledge areas of teaching, research/scholarship or scholarly activity, and service.
- invitations for contribution to programs or program development of an academic nature including those for knowledge translation, research or public or community awareness, institutional advancement
- innovative methods for improving the quality of academic, educational, administrative and/or research programs
- innovative methods for improving the quality of clinical and professional activity
- significant impact on an external community from outreach activity that also benefits the Faculty of Medicine and The University of Manitoba