I. INTRODUCTION

The purpose of this document is to outline for Clinical Faculty in the Department of Medicine the criteria for promotion. The criteria for promotion are described herein with reference to the Clinical Faculty Promotion Committee along with a process of appeal. The procedures of appointment and appeal, together with probationary appointments, provision for withdrawal of appointment and Emeritus status, are intended to ensure uniformity and fairness as it relates to the honour of holding an academic appointment and being promoted at the University of Alberta.

The Department of Medicine, Faculty of Medicine & Dentistry, and University of Alberta value their relationship with Clinical Faculty and recognize the indispensable contribution they make to the academic mission, not only through the teaching of undergraduate and postgraduate students, but also through clinical research and administration efforts. Promotion criteria are therefore based on demonstration of progressive achievements in the four pillars of teaching, research, clinical innovation and administrative leadership.

II. ACADEMIC RANKS AND CRITERIA FOR PROMOTION

**CLINICAL LECTURER:** *(Initial probationary appointment)*

1. Permits assessment of interest and aptitude for teaching, clinical research and administration.
2. Permits assessment of competence in clinical practice and a willingness to relate clinical practice to teaching and clinical research.

**ASSISTANT CLINICAL PROFESSOR:**

1. Has demonstrated capability as a teacher *(Required: Teaching Dossier OR most current Annual Reports (maximum of 5); AND ALL Teaching Evaluations during current rank)*

   Examples include:
   - Bedside clinical skills teaching
   - Small group seminars or discussion
   - Local rounds
   - Talks given to medical and allied health audiences during appointment
2. Demonstrated capability as a clinician
   Examples include:
   • Letter from a clinical colleague, Site Chief, Division Director
   • Participation in local call schedules
   • Participation in regular clinical conference
   • Evidence of involvement in quality improvement

3. Participates in a Professional or Specialty Organization
   Examples Include:
   • Alberta Medical Association
   • Canadian Cardiovascular Society
   • Kidney Foundation

4. Participates in Hospital and University Administrative Activities
   Examples include:
   • Clinical quality improvement committee
   • Ambulatory care committee

5. Has participated in clinical research or has authored case reports and review articles in journals
   Examples Include:
   • Co-author of abstracts or poster presentations at meetings
   • Published work in peer reviewed journals
   • Co-author in a paper
   • Participates in clinical trials through recruitment of patients

*Individuals being considered for promotion to Assistant Clinical Professor must meet the criteria outlined in points 1 and 2, and at least one area of points 3-5. These criteria must have been fulfilled during the appointment of Clinical Lecturer.*
ASSOCIATE CLINICAL PROFESSOR:

1. May be one of the better teachers in the Department *(Required: Teaching Dossier OR most current Annual Reports (maximum of 5); AND ALL Teaching Evaluations during current rank)*

   Examples Include:
   - Average score of teaching evaluations greater than 4 out of 5 since last promotion (or last 5 years)
   - Recipient of teaching awards
   - Developed new curriculum
   - Program director or site preceptor etc.

2. May have the reputation of being a highly competent physician

3. May have developed a special interest and expertise within a field

4. May have an active role in the activities of Provincial and National Professional Organizations as a committee member or representative

5. May have significantly contributed to Departmental, Regional, and/or University administrative affairs. Examples include:
   - Site lead or program lead (director of dialysis, coronary care unit, out-patient clinics etc)

6. May have been invited to speak at medical society meetings, in continuing medical education programs, and at other institutions

7. May have publications in clinical research or education as a collaborator or co-investigator and/or has presented at Provincial/National Clinical Education or Research Meetings

*Individuals being considered for promotion to Associate Clinical Professor are expected to provide evidence that they are recognized for their clinical and teaching skills outlined in points 1 and 2. In addition, candidates must provide evidence to distinguish their particular contributions to at least 2 of the following areas: Clinical Innovation, Research, Administration or Education outlined in points 3-7. These criteria must have been fulfilled during the appointment of Assistant Clinical Professor.*
**CLINICAL PROFESSOR:**

1. Has demonstrated a sustained and on-going commitment to clinical education. Should be recognized as one to the better teachers in the department. (Required: Teaching Dossier OR most current Annual Reports (maximum of 5); AND all teaching evaluations during current rank.

2. Is recognized for providing significant contributions to the practice of medicine and the improvement of health care delivery.

3. Shows a commitment to professional development in specialty areas of interest.

4. Has demonstrated **leadership** in 2 of the following 4 areas:
   - Education - chairing workshops, member of residency training committee, examiner for Royal College or Medical Council exam, curriculum development, program director, invited speaker to national or international meetings, contribution of book chapters.
   - Research - supervised summer students, produced abstracts, co-author of papers since last promotion, co-investigator of clinical trials. May have facilitated clinical research and has had a major role in disseminating the findings of clinical research (acting as a peer reviewer for medical journals, primary or senior author on clinical research, or guideline/position papers)
   - Clinical Innovation – initiation of new clinic in specialized area of expertise, leading of quality improvement initiatives with documentation of change and outcome, new clinical care pathways, new service areas
   - Administration - may have performed administrative or policy functions in the region, or in a professional organization (Committee chair, Site Chief, AMA section president or executive, council member or executive of national society)

5. Names and contact information for three (3) referees, one (1) of whom must be external to the University of Alberta, must also be included in the application package. The Department of Medicine will contact the referees directly and the candidate should not submit reference letters with their application.

*For more information in regard to promotion package material, please see section VI.*

Individuals being considered for promotion to Clinical Professor must provide evidence that they are recognized for their clinical and teaching skills outlined in points 1 to 3. In addition, candidates must provide evidence to distinguish their particular contributions in at least 2 of the following areas: Education, Research, Clinical Innovation and Administrative Leadership outlined in point 4. These criteria must have been fulfilled during the appointment of Associate Clinical Professor and not during a prior, lower rank.
III. GENERAL DESCRIPTION OF CRITERIA FOR PROMOTION

TEACHING:
The criteria for competent performance in teaching are applied with increasing stringency as experience and rank increases. In assessing competence in teaching, evidence may be collected from evaluations completed by students and residents and by the evaluator attending lectures, rounds, bedside teaching, etc., where the faculty member is teaching. Other indicators are the use of innovative and constructive teaching methods, and ability to communicate well with students. Recognizing that not all clinical faculty can excel in teaching, participation and a commitment to on-going clinical teaching is expected and required for continuing appointment and promotion. The committee also recognizes that while the majority of teaching evaluations and feedback to faculty are likely positive, there may be occasional neutral or negative comments. Therefore, in reviewing of an application, all comments are taken in the context of the candidate’s overall achievement, as well as demonstration of improvement over time. Thus teaching evaluations form an essential part of the application package, and candidates are therefore required to submit all evaluations since their appointment to their present rank rather than only a select number for review.

CLINICAL COMPETENCE:
Basic clinical competence is expected of all physicians on staff. Clinical activities are expected to progress toward excellence as rank increases.

The development of special interests and expertise is important.

The development of new techniques and approaches to clinical medicine (i.e. innovation) will receive high weighting when present (e.g. creation of a clinic or program that did not previously exist, or demonstration of clinical quality improvement scholarship).

ADMINISTRATION:
It is expected that staff members will contribute to the administrative activities of the University, region and professional organizations with increasing seniority.

Administration may include the organization of courses or parts thereof; service on University, regional and professional organizations/committees, responsibility for special programs and formal administrative posts.
**RESEARCH:**
Clinical research activity as a primary investigator or in collaborative studies, will contribute to the possibility for promotion.

The quality of research activity will be assessed on the basis of the stature of journals in which papers are published, the opinion of experts in the field, the extent to which publications are cited in the literature and thorough professional recognition as indicated by invitations to symposia and other meetings.

Basic or bench research activity is **not** a requirement for Clinical Faculty.

***Individuals are expected to meet or exceed most criteria but it is recognized that major emphasis may favor one area over another (i.e. Teaching vs. Research vs. Administration)***

**IV. PROMOTION CHART:**

<table>
<thead>
<tr>
<th>ASPIRED RANK</th>
<th>THOSE ELIGIBLE</th>
<th>TIME REQUIREMENTS IN PRESENT RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Lecturer (Initial appointment)</td>
<td>Probability Appointment by Department Chair</td>
<td></td>
</tr>
<tr>
<td>Assistant Clinical Professor</td>
<td>Clinical Lecturer</td>
<td>Minimum of 1 year</td>
</tr>
<tr>
<td>Associate Clinical Professor</td>
<td>Assistant Clinical Professor</td>
<td>Minimum of 3 years</td>
</tr>
<tr>
<td>Clinical Professor</td>
<td>Associate Clinical Professor</td>
<td>Minimum of 5 years</td>
</tr>
</tbody>
</table>

**V. PROMOTION PROCESS:**

1. The Office of the Chair office will, on an annual basis, provide the Division Directors and Site Chief with an updated list of individuals eligible for promotion on the basis of length of service.

2.a The Office of the Chair will inform Clinical Faculty of the promotion process, timelines and necessary documentation.

   For those members wishing to go forward for promotion, the Division Director and the Site Chief (as appropriate, in consultation with the Principal Teaching Physician) will provide a written recommendation to the Department Chair.

2.b In the case of promotion to Clinical Professor, the individual being considered will provide the Department Chair with the names and contact information of three (3) referees, one (1) of whom
must be from outside the University of Alberta. The Department Chair will write to these individuals, and possibly to others, to obtain additional information. It is not appropriate for the candidate to request a letter directly from a referee.

3. The Clinical Faculty member will provide all necessary documentation (see section VI below) to the Department contact;

4. Two members of the Clinical Faculty Promotion Committee will review each promotion package and will make recommendations to the committee Chair. The Chair of the Committee reviews all applications and if there is no consensus among the reviewers will assign a third reviewer. The application is then discussed with the committee as a whole and recommendation is based on consensus. If there is an inability to achieve consensus, consultation with a reviewer outside of the committee can take place with final decision resting with the Chair. The committee Chair then forwards the recommendations to the Department Chair for review and approval.

5. The Department Chair’s recommendations are submitted to the Dean for final decision.

VI. DOCUMENTATION REQUIRED FOR PROMOTION APPLICATION PACKAGES

1. Narrative Letter from Candidate.
2. Up to date Curriculum Vitae.
3. Teaching dossier OR most current Annual Reports (maximum of 5).
4. ALL Teaching Evaluations during present academic rank.
5. Letter of recommendation from Division Director.
6. Letter of recommendation from Site Chief (as appropriate).
7. For Promotion to “Clinical Professor” ONLY: Names and contact information for three (3) referees, one (1) of whom must be external to the University of Alberta. The Department of Medicine will contact the referees.

NOTE: Incomplete packages will not be reviewed by the Clinical Faculty Promotion Committee

VII. PROBATIONARY PERIOD

Appointment to the rank of Clinical Lecturer should be considered probationary with annual reassessment by the Department Chair, on the recommendation of the Division Director.
VIII. CONTINUATION OF ACADEMIC APPOINTMENTS

Clinical Faculty academic appointments may be discontinued by the Dean, Faculty of Medicine & Dentistry, on the recommendation of the Department Chair, with input from the Division Director. Withdrawal of a Clinical Faculty members’ academic appointment may occur on the basis of:

1. Voluntary withdrawal by an individual.
2. Failure to file an annual report for 5 or more consecutive years.
3. Failure to meet the criteria for reappointment. Examples include:
   - No objective evidence for teaching of medical students and/or residents (i.e. no annual reports, refusal to teach)
   - Barred from teaching due to poor teaching evaluations and/or due to misconduct

IX. APPEAL MECHANISM

The withdrawal of an academic appointment or failure to receive academic promotion when eligible may be appealed by the Clinical Faculty member upon 60 days written notice to the Chair, Department of Medicine.

Such appeals will be considered by an Appeals Committee for Clinical Faculty.

X. EMERITUS APPOINTMENTS

Emeritus appointments are not automatic – individuals must meet the eligibility criteria outlined in the Clinical Professor Emeritus Procedure.

XI. DEPARTMENT OF MEDICINE CLINICAL FACULTY PROMOTION COMMITTEE

Please refer to the CFPC Terms of Reference.