



**DALHOUSIE
UNIVERSITY**

FACULTY OF MEDICINE

REGULATIONS CONCERNING CONTINUING APPOINTMENT with ANNUAL ACADEMIC CAREER DEVELOPMENT

**For members of clinical departments within the Faculty of Medicine,
Dalhousie University**

Approved by Senate: June 10, 2013

Approved by Board of Governors: June 25, 2013

Amendments approved by Senate (September 23, 2019) and Board of Governors (October 15, 2019)

ARTICLE 1 – INITIAL APPOINTMENT

- 1.1 Non-tenure¹ career stream clinical faculty members (MD/PhD) based in clinical departments of the Faculty of Medicine at all sites are eligible to hold a Continuing Appointment with Annual Academic Career Development (“Continuing Appointment”) and shall declare a Career Path (as set out in Clause 1.4) in consultation with and approval by the Department Head (and delegate, as appropriate, including: the Division Head, Site Director, Medical Education Site Director, Clinical Academic Head or Associate Dean DMNB).
- 1.2 The Continuing Appointment is subject to the Dalhousie University Academic Appointments Policy.
- 1.3 A Continuing Appointment is renewable, subject to the conditions set out in Article 2.
- 1.4 Each clinical faculty member to be appointed to a Continuing Appointment will sign-off on their Career Path Profile (See Appendix A) in conjunction with their Department Head (and delegate, as appropriate; see Clause 1.1).
- 1.5 Rank on initial appointment will normally be Assistant Professor (in accordance with the essential qualifications and criteria for Assistant Professor contained in Appendix B) and as recommended by the Department Head.
- 1.6 Clinical faculty members who are appointed to a department on a short-term or temporary basis (ex: for a limited-term project or assignment, to meet a temporary need, or if funding is limited) or for whom a Continuing Appointment is not deemed to be most appropriate (ex: for limited involvement in academic mission, and not likely to apply for promotion due to nature and proportion of academic work) will hold a limited term appointment.

ARTICLE 2 – CONTINUING APPOINTMENT and ANNUAL ACADEMIC CAREER DEVELOPMENT

- 2.1 Each clinical faculty member with a Continuing Appointment must maintain a minimum standard of performance in accordance with the criteria set out in this Article 2 and in Appendix C, as applicable, and complete the relevant components of their annual academic career development plan in the timelines set by the Department Head (or delegate, as appropriate; see Clause 1.1).
- 2.2. The Department Head (or delegate, as appropriate, including: the Division Head, Site Director, Medical Education Site Director, Clinical Academic Head or Associate Dean DMNB, as applicable) is responsible, on an annual basis, for reviewing the performance of all faculty members holding a Continuing Appointment in the Department. This review will involve an evaluation of the faculty member’s activities pertaining to their Career Path and

¹ For tenure-stream appointments in clinical departments, see ‘*Appointment, Promotion and Tenure Guidelines, Faculty of Medicine*’

will also involve support for the setting of goals relative to the faculty member's career development needs and departmental strategic priorities.

- 2.2.1 The faculty member is responsible for maintaining an academic activity dossier as evidence of their record of performance.
- 2.2.2 Where a faculty member is jointly appointed to two or more departments, each Department Head (or delegate, as appropriate; see Clause 1.1) will review and discuss the annual academic career development with the faculty member.
- 2.3 The Dean is responsible, on an annual basis, for reviewing summary information from each department (normally via the Department Head) on all faculty members. The Dean may seek advice and/or additional information as required.
- 2.4 A review of the record of performance (as described in Clause 2.2) of a faculty member with a Continuing Appointment shall be initiated by the Department Head (or delegate, as appropriate; see Clause 1.1) as follows:
 - 2.4.1 If the Department Head determines that an annual record of performance fails to meet minimum standards, the Department Head shall meet with the faculty member to discuss potential areas for development, support and remediation. The Department Head shall also provide written follow-up on the area(s) which require improvement. The faculty member may respond in writing, providing additional information. All correspondence shall be copied to the Dean.
 - 2.4.2 If the Department Head determines that a faculty member has failed to maintain a minimum standard of performance for three (3) successive years, a review of the Continuing Appointment shall be initiated by the Head upon written notification to the faculty member.
 - 2.4.3 A file shall be established to include material submitted by the faculty member and correspondence between the Department Head and the faculty member.
 - 2.4.4 The Department Promotion/Tenure Committee ("Department Committee") shall review the file within two months of the faculty member's written notification in accordance with Clause 2.4.3.
 - 2.4.5 The Department Head shall forward their recommendation and that of the Department Committee to the Dean with the file. In the case of a negative recommendation by the Department Head and/or the Department Committee, a statement of reasons for the decision shall be included with the recommendation and given to the faculty member.
 - 2.4.6 The Dean and the Faculty of Medicine Clinical Promotion Committee ("Faculty Committee") shall review the file and recommendations forwarded to the Dean pursuant to Clause 2.4.4 and each shall make a separate recommendation regarding whether the minimum standard of performance has been maintained.

- 2.4.6.1 If the recommendations of both the Dean and Faculty Committee are positive, the appointment shall continue, subject to future reviews under Clause 2.2.
- 2.4.6.2 If the recommendation of the Dean is at variance with that of the Faculty Committee, the Dean shall inform the Committee and a meeting will be scheduled to further discuss the file. If recommendations are still at variance, the file shall be forwarded to the President and the faculty member notified.
- 2.4.6.3. If the initial decision of the President is to not recommend continuation of the appointment, then the clinical member has the right to appeal the decision of the President except when the recommendations of the majority of the Head, the majority of the Faculty Committee and the Dean are in agreement with the decision of the President.
- 2.4.6.4 A clinical member who elects to appeal the decision of the President shall initiate the appeal in writing to the President within 21 days of the written notification of the decision. The President shall submit the matter of appeal to a Clinical Appointments Appeal Committee. This Committee shall be composed of three clinical members (one appointed by the appellant, one appointed by the Dean and a Chair selected by those two). The Appeal Committee members must not have previously sat on a consideration of the matter or have been involved in it. The Appeal Committee shall determine the procedures for the conduct of the appeal unless otherwise determined by Faculty Council. The decision of the Appeal Committee shall be made within three months after initiation of the appeal and shall be forwarded as a recommendation to the President who will decide by March 31 in the academic year of the appeal whether a continuation of appointment to be granted. The President and the clinical member may make a written submission to the Board on the matter prior to the Board's decision.
- 2.4.6.5 The outcome of a decision to not continue the appointment will result in the termination of the appointment. Upon request by the clinical member, a limited term appointment normally for a period of not more than one year may be granted. Terms and conditions of such a limited term appointment will include a mutually agreed upon outline of responsibilities as a clinical member of faculty in clinical care, teaching, research and administration. Terms and conditions may include a range of responsibilities, but ordinarily will include some teaching responsibilities. If the clinical member and Head fail to reach a mutually agreed outline of responsibilities of the clinical member, the matter will be considered by the Dean who will reach a decision. A clinical member who has been denied a continuing appointment and who possesses the requisite qualifications may apply and compete with other applicants for other available career stream positions on the clinical staff of the Faculty.

APPENDIX A – CAREER PATH PROFILE

This agreement sets out the terms of reference for the appointment of Dr. [Firstname Lastname] as a [career path name] at the rank of [Assistant Professor or higher] in the Department of [Academic Department name], Faculty of Medicine, Dalhousie University. Dr. [Lastname]'s work will be carried out mainly at the [health centre/site] and will be expected to participate in activities associated with the chosen career path, as summarized below.

Domain	%	Sample Activities / Responsibilities
Clinical/ Professional care <i>(incl. clinical teaching)</i>		
Teaching/ Education		
Research		
Administration		

The faculty member will be expected to participate fully in the activities of the Department, including contribution to the academic activities, and to cooperate with other members of the Department.

The faculty member's performance will be assessed annually by the Department Head (or delegate, as appropriate; see Regulations Clause 1.1). Annual academic career development meetings will include a review of the faculty member's career path and progress on goals for the year, future workload distribution, progress towards academic promotion, and setting of goals for the following year. The faculty member will have the opportunity to respond and provide comments on their annual academic career development review. A signed copy of the annual academic career development review will be saved annually at the Academic Department level.

The continuation of the faculty member's academic appointment will be contingent on:

- Abiding by all relevant policies of the University and Faculty of Medicine, including but not limited to the *Regulations Concerning Continuing Appointment with Annual Academic Career Development* ('the Regulations'), other academic appointment policies and regulations, and policies concerning professional and ethical behavior, conflict of interest, harassment and conflict resolution.
- Satisfactory progress in the areas identified in the annual meetings and in Appendix C of the Regulations.

Signed:

[Faculty member name] Date

[Delegate, if appointed] Date
(Div Head/Site Dir/Med Ed Site Dir/Clin Acad Head/ Assoc Dean DMNB)

[Academic Dept Head name] Date

APPENDIX B – ACADEMIC RANK ON INITIAL APPOINTMENT

Essential Qualifications

- Physician: The rank of **Assistant Professor** will be recommended on initial appointment as follows:
 - Family Physician: is a certificant of the national college (CCFP)
 - Specialty Physician: is a certificant of the national college (FRCPC, FRCSC or equivalent)
- Non-Physician: The rank of **Assistant Professor** will be recommended on initial appointment if the member holds a PhD (or equivalent).

Output

1. For teaching, the Assistant Professor will undertake or has undertaken to contribute educationally through a variety of teaching roles: lecturing, tutoring and/or supervising students.
2. The Assistant Professor shows potential to be a very good to excellent teacher with particular respect to:
 - a) facilitation and promotion of student-centered learning consistent with the curriculum;
 - b) establishment of a learning environment characterized by enthusiasm for lifelong learning, fairness and consistency, courtesy and reliability;
 - c) maintenance of relevancy in teaching;
 - d) demonstration of knowledge and ability and maintenance of competence in the field.

All other appointments for faculty who do not meet the essential qualifications in Appendix B will be made at the rank of **Lecturer**.

At which time the essential qualifications have been met, the rank will automatically be promoted from Lecturer to Assistant Professor.

APPENDIX C – ANNUAL ACADEMIC CAREER DEVELOPMENT: MINIMUM STANDARDS OF PERFORMANCE

To ensure a continuing appointment, the clinical faculty member is expected to establish a strong record of performance in teaching, research and/or leadership and administration, in accordance with their declared career path(s). At the time of the annual academic career development meeting, evidence (current academic activity dossier) shall be provided to the Department Head(s) (and delegate, as appropriate; see Clause 1.1) that the member has established a record of performance consistent with the requirements above and in accordance with the following standards:

Performance in Teaching and Associated Activities – This includes teaching and evaluating medical students, residents, fellows, graduate students and practicing health care professionals. Performance in this category must satisfy criteria (i) and at least one other from (ii) to (v):

- (i) Initiatives designed to improve clinical teaching;
- (ii) Initiatives in course design and curriculum development;
- (iii) Development of effective and innovative teaching resources, including computer courseware, and keeping up with technological developments where relevant;
- (iv) Administration in relation to effective educational planning and policy making; and
- (v) Instructional development - activities intended to assist the faculty members to improve their teaching.

Performance in Research and Scholarly Activities – Performance in this category includes:

- (i) Publication of the results of original research and clinical investigations;
- (ii) Contribution to the advancement of knowledge through publication of new concepts or techniques, invention of medical apparatus, description of illnesses or critical review of published work;
- (iii) Presentations at professional and scientific meetings;
- (iv) Visiting professorships to other universities;
- (v) Trainee supervision and mentorship

Publications and presentations related to research and scholarly activities in teaching and education may also be included. In evaluating research, creativity and quality shall be assessed as well as industry

Performance in Leadership and Administrative Activities – This includes significant contributions in service or leadership within the University, Profession, and/or the Academic Health Centre Community, which contribute to the teaching and/or research missions of these institutions. Performance in this category includes the following:

- (i) Major administrative responsibilities;
- (ii) Editorial duties;
- (iii) Memberships on boards;
- (iv) Leadership roles in professional organizations; and
- (v) Leadership and participation in University/Academic Health Centre organizations and committees

APPENDIX D – PROMOTION GUIDELINES AND CRITERIA

Approved by Faculty Council: February 19, 2013

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CONTENTS

1. Guiding principles for promotion
2. Guidelines for promotion
3. Description of the attributes of those promoted to different ranks
4. Definition of scholarship
5. Career path descriptions
6. Career path trajectories and promotion assessment
7. Criteria and expectations for associate professorship
8. Criteria and expectations for professorship
9. Quick reference tables

1. GUIDING PRINCIPLES FOR PROMOTION

Academic promotion is recognition of an individual's achievement and standing from the rank of Assistant Professor to that of Professor. The achievement of most ranks is required as acknowledgement of acceptable contribution and progress through an academic career; while not all will seek promotion to the rank of Professor, definition of the rank serves to characterize the ultimate goals of a commitment to academic life.

Appointment to the rank of Professor acknowledges effective and excellent scholarship.

- *Excellent* means of very high standing in comparison to one's peers; the measure of excellence is recognition as such by peers or by the academic community at large, and by the demonstration of advances in an academic field with major benefits clearly attributable to the work of the individual.
- *Effective* means that the scholarship advances knowledge and understanding and influences the thinking of the academic community or of the public at large. Effective scholarship requires dissemination of new knowledge by teaching, publication or translational work.

General criteria established by Dalhousie University when considering a faculty member for promotion include:

- Academic and professional qualifications
- Academic scholarship
- Teaching
- Collegiality
- Personal integrity

2. GUIDELINES FOR PROMOTION

1. Promotion is a peer-based process, using both internal and external reviewers.
2. Reviewers will apply Dalhousie University's framework for assessment.
3. The review of academic achievement should include all activities and appointments made since first graduation.
4. Consistency of academic performance and progressive improvement are important components of the review.
5. The ultimate basis for promotion is evidence of overall career development and contribution to the University.
6. These guidelines are intended to be flexible in the assessment of individuals and their respective academic careers, and adaptable to emerging or novel scholarship.
7. Applicants are expected to provide evidence that they meet the Faculty of Medicine's criteria for collegiality.

Collegiality is broadly defined as the ability to function professionally within the academic community, and involves the demonstrated willingness to work with colleagues in contributing to the academic mission and governance of the Department, the Faculty of Medicine, and Dalhousie University. As such, it is elevated within the context of professional activities in the areas of teaching, research and administration and, where applicable, clinical service.

8. Applications for promotion made prior to achieving five years at the current rank are less likely to demonstrate sufficient scholarship.

3. DESCRIPTION OF THE ATTRIBUTES OF THOSE PROMOTED TO DIFFERENT RANKS²

Assistant Professors are recognized as demonstrating an emerging academic career either through advanced qualifications or academic performance

Promotion from Lecturer to Assistant Professor will automatically occur when the formal qualifications required for the rank of Assistant Professor are obtained. The Assistant Professor is an established junior academic with significant educational responsibilities and normally with major scholarly commitments. Administrative responsibilities and committee work are usually minor initially but will tend to grow. The Assistant Professor has more than minimal formal training and shows clear promise of fulfilling the role of the junior academic.

Associate Professors are recognized within their field(s) at a regional level.

Promotion to Associate Professor is a significant achievement and individuals to be considered for such a promotion are expected to have significant educational responsibilities and scholarly commitments and achievements. Promotion to Associate Professor is awarded in recognition of individuals who have demonstrated enthusiasm, initiative, leadership and competence in their academic activities. The attainment of the rank of Associate Professor is an honorable achievement and, for many, it will be the rank at which they remain.

² Modified from Faculty of Medicine Promotion and Tenure Guidelines, 2002. Originally attributed to Dalhousie University

Professors within the Faculty of Medicine at Dalhousie University are recognized within their field(s) at a national level.

The Professor is a senior, established academic of distinction. This distinction may be in any one of a variety of academic areas but should be clearly visible and readily understood. The Professor has demonstrated by their performance an awareness of department, faculty, university and, if applicable, relevant hospital challenges, and has been active in meeting these challenges either individually or collectively. The Professor enjoys the respect of academic colleagues in this and other universities. Associate Professors who have reached a national and, preferably, international reputation in discovery and advancement of knowledge, integration of knowledge, application of knowledge, and transmission and transformation of knowledge, education or research, or who have taken on major academic administrative tasks and carried these out successfully, may be considered for promotion to Professor. Promotion to Professor is awarded in recognition of outstanding individuals who continue to be active academically and hold promise for future development and notable contributions to both the University and their specialty field.

4. DEFINITION OF SCHOLARSHIP

The Faculty of Medicine recognizes four categories of scholarship as described by Boyer³:

1. **Discovery and Advancement of Knowledge** – Comprising original research that expands or challenges current knowledge
2. **Integration of Knowledge** – Consists of making connections across disciplines and advancing knowledge through synthesis
3. **Application of Knowledge** – Consists of translating new knowledge in practical interventions that solve problems or address the difficulties experienced by individuals and society
4. **Transmission and Transformation of Knowledge** – Includes not only transmitting knowledge, but also transforming and extending it

Novel scholarly activities and the productivity of that activity may emerge over time. Scholarly activities, whether discovery, integration, application, or teaching, can be assessed by examination of the six qualitative standards as suggested by Glassick⁴, including:

- a) Clear goals
- b) Adequate preparation
- c) Appropriate methods
- d) Significant results
- e) Effective presentation
- f) Reflective critique

Scholarly “production” should be recognized as fulfilling the following criteria:

- a) Has the work been subjected to independent review?
- b) Is the work available and transferrable to other scholars?
- c) Is there evidence of derivative work from the original work?

³ Boyer EL. Scholarship Revisited. The Carnegie Foundation for the Advancement of Teaching; 1990

⁴ Glassick CE, Huber MT, Maeroff GI, Boyer EL. Scholarship Assessed: Evaluation of the Professoriate. San Francisco: Jossey-Bass; 1997

5. CAREER PATH DESCRIPTIONS

Career paths are intended to provide a mutual guide for faculty members and department heads (and delegates, as appropriate; see Clause 1.1) at all sites in describing and understanding key academic and clinical responsibilities, roles and objectives. They serve as an important tool in facilitating goal/target setting for ongoing career and professional development and advancement. As such, there is provision for a shift in career paths when there is a later change of conditions and professional direction.

Career paths are linked to academic promotion, as described in the next section.

The four areas of scholarship as defined in section 4 and the guidelines for promotion as described in section 2 similarly apply. Again, flexibility in application and adaptation to a particular faculty member's career path, and role within one's department, over time is expected.

- **Clinician-Teacher**: **Primary commitment is to academic clinical practice.** There is significant contribution to the delivery of clinical teaching and to promoting and advancing excellence in clinical practice. They may serve as clinical preceptors and have varying levels of involvement in providing the core curriculum of undergraduate and postgraduate programs. *Clinician-Teachers spend the majority of their time dedicated to clinical care with the remainder of their time spent in teaching activities, research or administration.*
- **Clinician-Educator**: **Primary commitment is to academic clinical practice and education,** educational administration and activities related to education, such as the development and implementation of academic programs or educational research. They may take on roles such as undergraduate coordinator or program director, etc. *Clinician-Educators spend a substantial amount of their time dedicated to educational activities, with the remainder of time spent in clinical, research and related administrative activities.*
- **Clinician-Researcher**: **Primary commitment is to academic clinical practice and research.** Research may include basic, clinical or translational and they may be cross-appointed to a Research Institute or basic science department. *Clinician-Researchers spend a substantial amount of their time dedicated to research activities, with the remainder of time spent in clinical, educational and related administrative activities.*
- **Clinician-Administrator**: **Primary commitment is to administration.** This may include a leadership role, involvement in innovation regarding the management of the department or faculty and advancements for patients and health care institutions. *Clinician-Administrators spend a substantial amount of their time dedicated to administration with the rest of the time allocated between education, clinical practice and research.*

6. CAREER PATH TRAJECTORIES AND PROMOTION ASSESSMENT

- The majority of faculty members will follow one of the recognized career paths.
- Some faculty careers may bridge several paths.
- Over time, faculty members may alter their career path.
- Flexibility of assessment is assured through the principle of complete demonstration of any one of the four scholarships, or demonstration of a composite of scholarships, which together exceed any single scholarship.

The following are examples of how the scholarship definitions and expectations may be applied to the common career profiles within the Faculty of Medicine:

Clinician-Teacher

Promotion requires either:

- a. Demonstration of substantive⁵ Application of Knowledge scholarship, or
- b. Demonstration of considerable⁶ Application of Knowledge scholarship and considerable Transmission and Transformation of Knowledge scholarship.

Clinician-Educator

Promotion requires either:

- a. Demonstration of substantive Transmission and Transformation of Knowledge scholarship, or
- b. Demonstration of considerable Transmission and Transformation of Knowledge scholarship and considerable Application of Knowledge scholarship.

Clinician-Researcher

Promotion requires either:

- a. Demonstration of substantive Discovery and Advancement of Knowledge scholarship, or
- b. Demonstration of considerable Discovery and Advancement of Knowledge scholarship and considerable Application of Knowledge scholarship.

Clinician-Administrator

Promotion requires either:

- a. Demonstration of substantive Integration of Knowledge scholarship, or
- b. Demonstration of considerable Integration of Knowledge scholarship and considerable either:
Application of Knowledge scholarship, or
Transmission and Transformation of Knowledge scholarship

⁵ “**substantive**” requires the fulfillment of **all essential** criteria, and **some additional** criteria

⁶ “**considerable**” includes the fulfillment of **many essential and additional** criteria, but failing to meet “substantive” within a single scholarship

7. CRITERIA AND EXPECTATIONS FOR ASSOCIATE PROFESSORSHIP

Order within sections (Output, Recognition, Infrastructure) implies valuation of the expectation.

Scholarship: Discovery and Advancement of Knowledge (Academic Research)

Output

Essential Criteria:

1. Regularly and consistently publishes research papers with:
 - a. Sound scientific method or use of methodology appropriate for one's field
 - b. Consistent significant contribution (first or last author, or with explanation)
 - c. In peer-reviewed regional/national/international professional journals that are highly regarded in their respective fields
2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
3. Effectively mentors others in the conduct of discovery related activities.

Additional Criteria:

4. Publishes within the secondary literature: book author/editor/book chapters/invited editorials as a primary author in a recognized authoritative work.
5. Involvement in technology transfer, patents.

Recognition (Internal/External)

Essential Criteria:

1. Recognition of published work by consistent or repeated positive citation in the relevant literature for one's field.
2. Consistent record of external grant support.

Additional Criteria:

3. Invited lectureships attributable to the individual's reputation as a researcher.
4. National research commendation from professional organizations.

Infrastructure Commitment

Essential Criteria:

1. Regular or repeated reviewer of research proposals.
2. Reviewer of scientific papers of national/international scientific journals.
3. Administrative contribution within department and/or faculty at Dalhousie University.

Additional Criteria:

4. Administrative contribution outside Dalhousie University (one or more of the following):
 - a. Editorial board of national/international peer reviewed journal.
 - b. Member of scientific/research review committee of provincial/national/international research agency.
 - c. Leadership role in a provincial or regional professional body.
 - d. Member of a clinical trial data monitoring/patient safety committee.
 - e. Leadership role on an organizing committee or symposium leadership of regional/national/international meeting.
 - f. Other administrative contribution, with explanation of significance.

Scholarship: Integration of Knowledge (Academic Administration)

Output

Essential Criteria:

1. Regularly and consistently publishes in the peer-reviewed literature on administrative strategies/interventions, or program development.
2. Consistently demonstrates effective leadership and administrative skills
3. Regularly presents on administrative strategies/interventions, or program development at regional/national/international meetings.

Additional Criteria:

4. Implements new strategies/governance within an existing organization that causes effective major change as confirmed by external review/assessment.
5. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
6. Effectively mentors others in the realm of integration.
7. Innovates and/or implements new structures and programs to facilitate clinical, educational, or research activities (Organizes multidisciplinary/multicentre trials/institutes/programs/symposia).

Recognition (Internal/External)

Essential Criteria:

1. Invited experience, by invitation to provide consultation or facilitation to other health care organizations, attributable to the individual's reputation in the realm of integration.

Additional Criteria:

2. Invited lectureships attributable to the individual's reputation in the realm of integration.
3. Cited by a professional body inside/outside their primary field for contributions in the realm of integration.

Infrastructure commitment

Essential Criteria:

1. Administrative contribution within department and/or faculty at Dalhousie University.

Additional Criteria:

2. Administrative contribution outside Dalhousie University / Maritime health care organizations.

(One or more of the following):

- a. Leadership role within a provincial or national professional body
- b. Membership within a national/ professional committee/organization
- c. Organizing committee of provincial/national/international administrative meetings
- d. Other administrative contribution, with explanation of significance

Scholarship: Application of Knowledge (Academic Practice)

Output

Essential Criteria:

1. Regularly and consistently publishes case reports/case series/quality improvement/clinical reviews/expert consensus statements/evidence based guidelines/book chapters/invited editorials:
 - a. Consistently as a primary author (first/second/last, or with explanation)
 - b. In peer-reviewed regional/national/international professional journals.
2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
3. Excellent role model for students and colleagues.
4. Regularly and consistently presents clinical observations at regional/national/international meetings (platform or poster).

Additional Criteria:

5. Excellent mentor for students.
6. Contributes to the development of innovative and effective protocols or patient care services/pathways that are nationally recognized
7. Book author/editor (other non-peer reviewed)
8. Articulates a clear and coherent teaching philosophy

Recognition (internal/external)

Essential Criteria:

1. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies.

Additional Criteria:

2. Invited lectureships attributable to the individual's reputation.
3. Recognized by a professional body for contributions in healthcare or a related field.

Infrastructure commitment

Essential Criteria:

1. Administrative contribution within the Maritime Provinces:
 - a. Contributions to clinical or related committees at affiliated health authorities and/or;
 - b. Contributions to Dalhousie University committees.
2. Service to the community outside Dalhousie (one or more of the following):
 - a. Organizes provincial/national/international clinical care meetings and/or symposia for one's field
 - b. Provides professional service and/or advocacy to the broader community
 - c. Reviewer of clinical/practice-based papers of national/international clinical/scientific/practice-based journals
 - d. Editorial board of national/international peer reviewed journal
 - e. Role in licensing, accreditation or practice standards development at the national/international level
 - f. Member of a clinical trial data monitoring/patient safety committee
 - g. Reviewer of grants of provincial/national/international granting agencies
 - h. Other service to the community, with explanation of significance

Scholarship: Transmission and Transformation of Knowledge (Academic Education)

Output

Essential Criteria:

1. Regularly and consistently publishes innovative educational research or methodology:
 - a. Consistently as a primary author (first/second/last, or with explanation)
 - b. In peer-reviewed regional/national/international education journals.
2. Development of an innovative curriculum/program noted for its excellence as a learning environment by formal evaluation.
3. Regularly and consistently presents educational observations/research/program description at regional/national/international meetings.
4. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
5. Articulates a clear and coherent teaching philosophy.

Additional Criteria:

6. Effectively mentors others in the conduct of education related activities.
7. Development of learning resources (e.g., textbooks, computer programs, etc.) which have been widely employed nationally or internationally.

Recognition (internal/external)

Essential Criteria:

1. Receives grants with an education mandate.
2. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies.

Additional Criteria:

3. Extended experience, by invitation, to present to a wide academic audience where the focus is on education (regionally, nationally or internationally) including undergraduate, postgraduate, graduate, continuing or public education.
4. Consistent productivity by directly supervised trainees (during and post supervision)
5. Recipient of faculty, university or external teaching award.

Infrastructure commitment

Essential Criteria:

1. Administrative teaching contribution within Dalhousie University.

Additional Criteria:

2. Administrative teaching contribution with a provincial/national/international agency/organization.
3. Organizes national/international education meetings and/or symposia.

8. CRITERIA AND EXPECTATIONS for PROFESSORSHIP

Order within sections (Output, Recognition, Infrastructure) implies valuation of the expectation.

Scholarship: Discovery and Advancement of Knowledge (Academic Research)

Output

Essential Criteria:

1. Regularly and consistently publishes research papers with:
 - a. Sound scientific method or use of methodology appropriate for one's field
 - b. Consistent significant contribution (first or last author, or with explanation)
 - c. In peer-reviewed national/international professional journals that are highly regarded in their respective fields
2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education, including media interviews).
3. Consistently and effectively mentors others in the conduct of discovery-related activities.

Additional Criteria:

4. Publishes within the secondary literature: book author/editor/book chapters/invited editorials as a primary author in a recognized authoritative work.
5. Involvement in technology transfer, patents.

Recognition (Internal/External)

Essential Criteria:

1. National recognition of published work by consistent or repeated positive citation in the relevant literature for one's field.
2. Consistent record of external grant support.
3. Invited lectureships or visiting Professorships, outside the Maritimes and attributable to the individual's reputation as a researcher.

Additional Criteria:

4. Consistent record of grants and/or awards received by directly supervised trainees (during and 5 years post supervision).
5. National research commendation from professional organizations.

Infrastructure Commitment

Essential Criteria:

1. Regular or repeated reviewer of research proposals.
2. Reviewer of scientific papers of national/international scientific journals.
3. Substantial administrative contribution within Dalhousie department and/or faculty.
4. Administrative contribution outside Dalhousie University (one or more of the following):
 - a. Editorial board of national/international peer reviewed journal.
 - b. Member of scientific/research review committee of provincial/national/international research agency.
 - c. Leadership role in a national professional body.
 - d. Member of a clinical trial data monitoring/patient safety committee.
 - e. Leadership role on an organizing committee or symposium leadership of national/international meeting.
 - f. Other administrative contribution, with explanation of significance.

Scholarship: Integration of Knowledge (Academic Administration)

Output

Essential Criteria:

1. Regularly and consistently publishes in the peer-reviewed literature on administrative strategies/interventions, or program development.
2. Implements new strategies/governance within an existing organization that causes effective major change as confirmed by external review/assessment.
3. Consistently demonstrates effective leadership and administrative skills
4. Regularly presents on administrative strategies/interventions, or program development at national/international meetings.

Additional Criteria:

5. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
6. Effectively mentors others in the realm of integration.
7. Innovates and/or implements new structures and programs to facilitate clinical, educational, or research activities (Organizes complex multidisciplinary/multicentre trials/institutes/programs/symposia).

Recognition (Internal/External)

Essential Criteria:

1. Invited experience, by invitation to provide consultation or facilitation to other health care organizations, attributable to the individual's reputation in the realm of integration.
2. Invited lectureships or visiting Professorships, attributable to the individual's reputation in the realm of integration.

Additional Criteria:

3. Cited by a professional body inside/outside their primary field for contributions in the realm of integration.

Infrastructure commitment

Essential Criteria:

1. Substantial administrative contribution within department and/or faculty at Dalhousie University.
2. Administrative contribution outside Dalhousie University / Maritime health care organizations.
(One or more of the following):
 - a. Leadership role within a national professional body
 - b. Membership within an international professional committee/organization
 - c. Organizing committee of national/international administrative meetings
 - d. Other administrative contribution, with explanation of significance

Scholarship: Application of Knowledge (Academic Practice)

Output

Essential Criteria:

1. Regularly and consistently publishes case reports/case series/quality improvement/clinical reviews/expert consensus statements/evidence based guidelines/book chapters/invited editorials:
 - a. Consistently as a primary author (first/second/last, or with explanation)
 - b. In peer-reviewed national/international professional journals.
2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
3. Excellent role model and mentor for students and colleagues.
4. Regularly and consistently presents clinical observations at national/international meetings (platform or poster).

Additional Criteria:

5. Develops and disseminates innovative and effective protocols or patient care services/pathways that are nationally recognized
6. Book author/editor (other non-peer reviewed)
7. Articulates a clear and coherent teaching philosophy.

Recognition (internal/external)

Essential Criteria:

1. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies.

Additional Criteria:

2. Invited lectureships and/or visiting Professorships, attributable to the individual's reputation.
3. Recognized by a professional body for outstanding contributions in healthcare or a related field.

Infrastructure commitment

Essential Criteria:

1. Substantial administrative contribution within the Maritime Provinces:
 - a. Contributions to clinical or related committees at affiliated health authorities and/or;
 - b. Contributions to Dalhousie University committees.
2. Service to the community outside Dalhousie (two or more of the following):
 - a. Organizes national/international clinical care meetings and/or symposia for one's field
 - b. Provides professional service and/or advocacy to the broader community
 - c. Reviewer of clinical/practice-based papers of national/international clinical/scientific/practice-based journals
 - d. Editorial board of national/international peer-reviewed journal
 - e. Leadership role in licensing, accreditation or practice standards development at the national/international level
 - f. Member of a clinical trial data monitoring/patient safety committee
 - g. Reviewer of grants of national/international granting agencies
 - h. Other service to the community, with explanation of significance

Scholarship: Transmission and Transformation of Knowledge (Academic Education)

Output

Essential Criteria:

1. Regularly and consistently publishes innovative educational research or methodology:
 - a. Consistently as a primary author (first/second/last, or with explanation)
 - b. In peer-reviewed national/international professional journals that are highly regarded in their respective fields
2. Development of an innovative curriculum/program noted for its excellence as a learning environment by formal evaluation.
3. Regularly and consistently presents educational observations/research/program description at national/international meetings.
4. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)).
5. Consistently and effectively mentors others in the conduct of education related activities.
6. Articulates a clear and coherent teaching philosophy.

Additional Criteria:

7. Development of learning resources (e.g., textbooks, computer programs etc.) which have been widely employed nationally or internationally.

Recognition (internal/external)

Essential Criteria:

1. Receives grants with an education mandate.
2. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies.
3. Extended experience, by invitation, to present to a wide academic audience where the focus is on education (nationally or internationally) including undergraduate, postgraduate, graduate, continuing or public education.

Additional Criteria:

4. Consistent productivity by directly supervised trainees (during and post supervision)
5. Recipient of faculty, university or external teaching award.

Infrastructure commitment

Essential Criteria:

1. Administrative teaching contribution within Dalhousie University.
2. Administrative teaching contribution with a provincial/national/international agency/organization.

Additional Criteria:

3. Organizes national/international education meetings and/or symposia.

9. QUICK REFERENCE TABLES

Order within sections (Output, Recognition, Infrastructure) implies valuation of the expectation.

Scholarship: Discovery and Advancement of Knowledge (Academic Research) Comprising original research that expands or challenges current knowledge

		ASSOCIATE PROFESSOR	PROFESSOR
Output	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Regularly and consistently publishes research papers with: <ol style="list-style-type: none"> a. Sound scientific method or use of methodology appropriate for one's field b. Consistent significant contribution (first or last author, or with explanation) c. In peer-reviewed regional / national / international professional journals that are highly regarded in their respective fields 2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education, including media interviews). 3. Effectively mentors others in the conduct of discovery related activities. 	<ol style="list-style-type: none"> 1. Regularly and consistently publishes research papers with: <ol style="list-style-type: none"> a. Sound scientific method or use of methodology appropriate for one's field b. Consistent significant contribution (first or last author, or with explanation) c. In peer-reviewed national/international professional journals that are highly regarded in their respective fields 2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education, including media interviews). 3. Consistently and effectively mentors others in the conduct of discovery related activities.
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 4. Publishes within the secondary literature: book author/editor/book chapters/invited editorials as a primary author in a recognized authoritative work. 5. Involvement in technology transfer, patents. 	<ol style="list-style-type: none"> 4. Publishes within the secondary literature: book author/editor/book chapters/invited editorials as a primary author in a recognized authoritative work. 5. Involvement in technology transfer, patents.
Recognition	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Recognition of published work by consistent or repeated positive citation in the relevant literature for one's field. 2. Consistent record of external grant support. 	<ol style="list-style-type: none"> 1. National recognition of published work by consistent or repeated positive citation in the relevant literature for one's field. 2. Consistent record of external grant support. 3. Invited lectureships or visiting Professorships, outside the Maritimes and attributable to the individual's reputation as a researcher.
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 3. Invited lectureships attributable to the individual's reputation as a researcher. 4. National research commendation from professional organizations. 	<ol style="list-style-type: none"> 4. Consistent record of grants and/or awards received by directly supervised trainees (during and 5 years post supervision). 5. National research commendation from professional organizations.
Infrastructure Commitment	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Regular or repeated reviewer of research proposals. 	<ol style="list-style-type: none"> 1. Regular or repeated reviewer of research proposals.

		ASSOCIATE PROFESSOR	PROFESSOR
		2. Reviewer of scientific papers of national/international scientific journals. 3. Administrative contribution within department and/or faculty at Dalhousie University.	2. Reviewer of scientific papers of national/international scientific journals. 3. Substantial administrative contribution within department and/or faculty at Dalhousie University. 4. Administrative contribution outside Dalhousie University (See Associate Professor criteria)
	<i>Additional Criteria</i>	4. Administrative contribution outside Dalhousie University (One or more of the following): a. Editorial board of national/international peer reviewed journal. b. Member of scientific/research review committee of provincial/national/international research agency. c. Leadership role in a provincial or regional professional body. d. Member of a clinical trial data monitoring/patient safety committee. e. Leadership role on an organizing committee or symposium leadership of regional/national/international meeting. f. Other administrative contribution, with explanation of significance.	

Scholarship: Integration of Knowledge (Academic Administration)

Consists of making connections across disciplines and advancing knowledge through synthesis

		ASSOCIATE PROFESSOR	PROFESSOR
Output	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Regularly and consistently publishes in the peer-reviewed literature on administrative strategies/interventions, or program development. 2. Consistently demonstrates effective leadership and administrative skills 3. Regularly presents on administrative strategies/interventions, or program development at regional/national/international meetings. 	<ol style="list-style-type: none"> 1. Regularly and consistently publishes in the peer-reviewed literature on administrative strategies/interventions, or program development. 2. Implements new strategies/governance within an existing organization that causes effective major change as confirmed by external review/assessment. 3. Consistently demonstrates effective leadership and administrative skills. 4. Regularly presents on administrative strategies/interventions, or program development at national/international meetings.
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 4. Implements new strategies/governance within an existing organization that causes effective major change as confirmed by external review/assessment. 5. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)). 6. Effectively mentors others in the realm of integration. 7. Innovates and/or implements new structures and programs to facilitate clinical, educational, or research activities (Organizes multidisciplinary/multicentre trials/institutes/programs/symposia). 	<ol style="list-style-type: none"> 5. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)). 6. Effectively mentors others in the realm of integration. 7. Innovates and/or implements new structures and programs to facilitate clinical, educational, or research activities (Organizes complex multidisciplinary/multicentre trials/institutes/programs/symposia).
Recognition	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Invited experience, by invitation to provide consultation or facilitation to other health care organizations, attributable to the individual's reputation in the realm of integration. 	<ol style="list-style-type: none"> 1. Invited experience, by invitation to provide consultation or facilitation to other health care organizations, attributable to the individual's reputation in the realm of integration. 2. Invited lectureships or visiting Professorships, attributable to the individual's reputation in the realm of integration.
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 2. Invited lectureships attributable to the individual's reputation in the realm of integration. 3. Cited by a professional body inside/outside their primary field for contributions in the realm of integration. 	<ol style="list-style-type: none"> 3. Cited by a professional body inside/outside their primary field for contributions in the realm of integration.
Infrastructure Commitment	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Administrative contribution within department and/or faculty at Dalhousie University. 	<ol style="list-style-type: none"> 1. Substantial administrative contribution within department and/or faculty at Dalhousie University.

		ASSOCIATE PROFESSOR	PROFESSOR
			<p>2. Administrative contribution outside Dalhousie University / Maritime health care organizations. (One or more of the following):</p> <ul style="list-style-type: none"> a. Leadership role within a national professional body b. Membership within an international professional committee/organization c. Organizing committee of national/international administrative meetings d. Other administrative contribution, with explanation of significance
	<i>Additional Criteria</i>	<p>2. Administrative contribution outside Dalhousie University / Maritime health care organizations. (One or more of the following):</p> <ul style="list-style-type: none"> a. Leadership role within a provincial or national professional body b. Membership within a national/ professional committee/organization c. Organizing committee of provincial/national/international administrative meetings d. Other administrative contribution, with explanation of significance 	

Scholarship: Application of Knowledge (Academic Practice)

Consists of translating new knowledge in practical interventions that solve problems or address the difficulties experienced by individuals and society

		ASSOCIATE PROFESSOR	PROFESSOR
Output	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Regularly and consistently publishes case reports/case series/quality improvement/clinical reviews/expert consensus statements/evidence based guidelines/book chapters/invited editorials: <ol style="list-style-type: none"> a. Consistently as a primary author (first/second/last, or with explanation) b. In peer-reviewed regional/national/international professional journals. 2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)). 3. Excellent role model for students and colleagues. 4. Regularly and consistently presents clinical observations at regional/national/international meetings (platform or poster). 	<ol style="list-style-type: none"> 1. Regularly and consistently publishes case reports/case series/quality improvement/clinical reviews/expert consensus statements/evidence based guidelines/book chapters/invited editorials: <ol style="list-style-type: none"> a. Consistently as a primary author (first/second/last, or with explanation) b. In peer-reviewed national/international professional journals. 2. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education (including media interviews)). 3. Excellent role model and mentor for students and colleagues. 4. Regularly and consistently presents clinical observations at national/international meetings (platform or poster).
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 5. Excellent mentor for students. 6. Contributes to the development of innovative and effective protocols or patient care services/pathways that are nationally recognized. 7. Book author/editor (other non-peer reviewed) 8. Articulates a clear and coherent teaching philosophy 	<ol style="list-style-type: none"> 5. Develops and disseminates innovative and effective protocols or patient care services/pathways that are nationally recognized. 6. Book author/editor (other non-peer reviewed) 7. Articulates a clear and coherent teaching philosophy
Recognition	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies. 	<ol style="list-style-type: none"> 1. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies.
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 2. Invited lectureships attributable to the individual's reputation. 3. Recognized by a professional body for contributions in healthcare or a related field. 	<ol style="list-style-type: none"> 2. Invited lectureships and/or visiting P attributable to the individual's reputation 3. Recognized by a professional body for outstanding contributions in healthcare or a related field.
Infrastructure Commitment	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Administrative contribution within the Maritime Provinces: <ol style="list-style-type: none"> a. Contributions to clinical or related committees at affiliated health authorities and/or; b. Contributions to Dalhousie University committees. 	<ol style="list-style-type: none"> 1. Substantial administrative contribution within the Maritime Provinces: <ol style="list-style-type: none"> a. Contributions to clinical or related committees at affiliated health authorities and/or; b. Contributions to Dalhousie University committees.

		ASSOCIATE PROFESSOR	PROFESSOR
		<p>2. Service to the community outside Dalhousie: (One or more of the following):</p> <ul style="list-style-type: none"> a. Organizes provincial/national/international clinical care meetings and/or symposia for one's field b. Provides professional service and/or advocacy to the broader community c. Reviewer of clinical/practice-based papers of national/international clinical/scientific/practice-based journals d. Editorial board of national/international peer-reviewed journal e. Role in licensing, accreditation or practice standards development at the national/international level f. Member of a clinical trial data monitoring/patient safety committee g. Reviewer of grants of provincial/national/international granting agencies h. Other service to the community, with explanation of significance 	<p>2. Service to the community outside Dalhousie: (Two or more of the following):</p> <ul style="list-style-type: none"> a. Organizes national/international clinical care meetings and/or symposia for one's field b. Provides professional service and/or advocacy to the broader community c. Reviewer of clinical/practice-based papers of national/international clinical/scientific/practice-based journals d. Editorial board of national/international peer-reviewed journal e. Leadership role in licensing, accreditation or practice standards development at the national/international level f. Member of a clinical trial data monitoring/patient safety committee g. Reviewer of grants of national/international granting agencies h. Other service to the community, with explanation of significance

Scholarship: Transmission and Transformation of Knowledge (Academic Education)

Includes not only transmitting knowledge, but also transforming and extending it

		ASSOCIATE PROFESSOR	PROFESSOR
Output	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Regularly and consistently publishes innovative educational research or methodology: <ol style="list-style-type: none"> a. Consistently as a primary author (first/second/last, or with explanation) b. In peer-reviewed regional/national/international education journals. 2. Development of an innovative curriculum/program noted for its excellence as a learning environment by formal evaluation. 3. Regularly and consistently presents educational observations/research/program description at regional/national/international meetings. 4. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education, including media interviews). 5. Articulates a clear and coherent teaching philosophy 	<ol style="list-style-type: none"> 1. Regularly and consistently publishes innovative educational research or methodology: <ol style="list-style-type: none"> a. Consistently as a primary author (first/second/last, or with explanation) b. In peer-reviewed national/international professional journals that are highly regarded in their respective fields 2. Development of an innovative curriculum/program noted for its excellence as a learning environment by formal evaluation. 3. Regularly and consistently presents educational observations/research/program description at national/international meetings. 4. Teaches a variety of learners (undergraduate, graduate, postgraduate, peer, continuing or public education, including media interviews). 5. Consistently and effectively mentors others in the conduct of education related activities. 6. Articulates a clear and coherent teaching philosophy
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 6. Effectively mentors others in the conduct of education related activities. 7. Development of learning resources (e.g., textbooks, computer programs, etc.) which have been widely employed nationally or internationally. 	<ol style="list-style-type: none"> 7. Development of learning resources (e.g., textbooks, computer programs etc.) which have been widely employed nationally or internationally.
Recognition	<i>Essential Criteria</i>	<ol style="list-style-type: none"> 1. Receives grants with an education mandate. 2. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies. 	<ol style="list-style-type: none"> 1. Receives grants with an education mandate. 2. Very good to excellent evaluations of teaching/educational activities by learners, peers, and/or external agencies. 3. Extended experience, by invitation, to present to a wide academic audience where the focus is on education (nationally or internationally) including undergraduate, postgraduate, graduate, continuing or public education.

		ASSOCIATE PROFESSOR	PROFESSOR
	<i>Additional Criteria</i>	3. Extended experience, by invitation, to present to a wide academic audience where the focus is on education (regionally, nationally or internationally) including undergraduate, postgraduate, graduate, continuing or public education. 4. Consistent productivity by directly supervised trainees (during and post-supervision) 5. Recipient of faculty, university or external teaching award.	4. Consistent productivity by directly supervised trainees (during and post-supervision) 5. Recipient of faculty, university or external teaching award.
Infrastructure Commitment	<i>Essential Criteria</i>	1. Administrative teaching contribution within Dalhousie University.	1. Administrative teaching contribution within Dalhousie University. 2. Administrative teaching contribution with a provincial/national/international agency/organization.
	<i>Additional Criteria</i>	2. Administrative teaching contribution with a provincial/national/international agency/organization. 3. Organizes national/international education meetings and/or symposia.	3. Organizes national/international education meetings and/or symposia.