

Promotion Criteria Revision

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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 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) Definition of Scholarship

The Faculty of Medicine recognizes four categories of scholarship as described by Boyer¹:

Discovery and Advancement of Knowledge

Comprising original research that expands or challenges current knowledge

Integration of Knowledge

Consists of making connections across disciplines and advancing knowledge through synthesis

Application of Knowledge

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

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 Glassick², 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:

1. Has the work been subjected to independent review?
2. Is the work available and transferrable to other scholars?
3. Is there evidence of derivative work from the original work?

¹ Boyer EL. Scholarship Revisited. The Carnegie Foundation for the Advancement of Teaching; 1990

² Glassick CE, Huber MT, Maeroff GI, Boyer EL. Scholarship Assessed: Evaluation of the Professoriate. San Francisco: Jossey-Bass; 1997

3) Description of the Attributes of those Promoted to Different Ranks

1. 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.³

2. 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.³

3. 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.³

³ Modified from Faculty of Medicine Promotion and Tenure Guidelines, 2002, Originally attributed to Dalhousie University

4) 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.

5) Career Path Descriptions:

Career paths are intended to provide a mutual guide for faculty members and their department/division heads/site chiefs 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 (6), Career Path Trajectories and Academic Assessment.

These career paths also apply to PhD faculty in clinical departments (e.g., educator, scientist). The four areas of scholarship as defined in section (2) and the guidelines for promotion as described in section (4) 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 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 at least half of their time dedicated to research activities, with the remainder of time spent in clinical, educational and related administrative activities.*

Scientist

Primary commitment is to research (may be basic science, translational or educational) **and/or clinical laboratory work;** some have clinical laboratory responsibilities while some have no clinical responsibilities. Educational and/or administrative involvement is dedicated to educational research or scholarly activity. *These individuals are PhD scientists/educational researchers in clinical departments, who spend the majority of their time dedicated to research with the remainder of the time spent in teaching, clinical laboratory work and/or administration.*

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 the majority 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 (these examples have been generated primarily for clinician-related career paths):

Clinician-Teacher

Promotion requires either:

- a. Demonstration of substantive⁴ Application of Knowledge scholarship, or
- b. Demonstration of considerable⁵ Application of Knowledge scholarship and considerable⁶ Transmission and Transformation of Knowledge scholarship.

Clinician-Educator

Promotion requires either:

- a. Demonstration of substantive⁴ Transmission and Transformation of Knowledge scholarship, or
- b. Demonstration of considerable⁵ Transmission and Transformation of Knowledge scholarship and considerable⁶ Application of Knowledge scholarship.

Clinician-Researcher

Promotion requires either:

- a. Demonstration of substantive⁴ Discovery and Advancement of Knowledge scholarship, or
- b. Demonstration of considerable⁵ Discovery and Advancement of Knowledge scholarship and considerable⁵ Application of Knowledge scholarship.

Scientist

Promotion requires:

- a. Demonstration of substantive⁴ Discovery and Advancement of Knowledge scholarship.

Clinician-Administrator

Promotion requires either:

- a. Demonstration of substantive⁴ Integration of Knowledge scholarship, or
- b. Demonstration of considerable⁵ Integration of Knowledge scholarship and considerable⁵ either:
Application of Knowledge scholarship, or
Transmission and Transformation of Knowledge scholarship

⁴ “substantive” requires the fulfillment of **all** essential criteria, and some additional criteria

⁵ “considerable” includes the fulfillment of many essential and additional criteria, but failing to meet “substantive” within a single scholarship

7) Scholarship Definitions and Expectations for Professorship

Scholarship of 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 department and/or faculty at Dalhousie University.
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.

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

7) Scholarship Definitions and Expectations for Professorship (continued)

Scholarship of 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

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

7) Scholarship Definitions and Expectations for Professorship (cont)

Scholarship of 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)

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

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

7) Scholarship Definitions and Expectations for Professorship (cont)

Scholarship of 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.

Additional Criteria:

6. 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.

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

8) Scholarship Definitions and Expectations for Associate Professorship

Scholarship of 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 a organizing committee or symposium leadership of regional/national/international meeting.
 - f. Other administrative contribution, with explanation of significance.

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

8) Scholarship Definitions and Expectations for Associate Professorship (cont)

Scholarship of 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 an national/ professional committee/organization
- c. Organizing committee of provincial/national/international administrative meetings
- d. Other administrative contribution, with explanation of significance

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

8) Scholarship Definitions and Expectations for Associate Professorship (cont)

Scholarship of 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)

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

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

8) Scholarship Definitions and Expectations for Associate Professorship (cont)

Scholarship of 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)).

Additional Criteria:

5. Effectively mentors others in the conduct of education related activities.
6. 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.

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

9) Academic Rank on Initial Appointment: Assistant Professorship

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 *scientist or educator* 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 Section (9) 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.

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

10) Quick Reference Table Format for Definitions/Expectations/Criteria

Discovery and Advancement of Knowledge (Academic Research)

Comprising original research that expands or challenges current knowledge

CRITERIA		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. 	<ol style="list-style-type: none"> 4. Consistent record of grants and/or awards received by directly

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

CRITERIA		ASSOCIATE PROFESSOR	PROFESSOR
		4. National research commendation from professional organizations.	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. 2. Reviewer of scientific papers of national/international scientific journals. 3. Administrative contribution within department and/or faculty at Dalhousie University. 	<ol style="list-style-type: none"> 1. Regular or repeated reviewer of research proposals. 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>	<ol style="list-style-type: none"> 4. Administrative contribution outside Dalhousie University (One or more of the following): <ol style="list-style-type: none"> 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. 	

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

Scholarship of Integration of Knowledge (Academic Administration)

Consists of making connections across disciplines and advancing knowledge through synthesis

CRITERIA		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.

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

CRITERIA		ASSOCIATE PROFESSOR	PROFESSOR
	<i>Additional Criteria</i>	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.	3. Cited by a professional body inside/outside their primary field for contributions in the realm of integration.
Infrastructure Commitment	<i>Essential Criteria</i>	1. Administrative contribution within department and/or faculty at Dalhousie University.	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
	<i>Additional Criteria</i>	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 an national/ professional committee/organization c. Organizing committee of provincial/national/international administrative meetings d. Other administrative contribution, with explanation of significance	

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

Scholarship of 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

CRITERIA		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) 	<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)
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 Professorships, attributable to the individual's reputation. 3. Recognized by a professional body for outstanding contributions in healthcare or a related field.

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

CRITERIA		ASSOCIATE PROFESSOR	PROFESSOR
Infrastructure Commitment	<i>Essential Criteria</i>	<p>1. Administrative contribution within the Maritime Provinces:</p> <ul style="list-style-type: none"> a. Contributions to clinical or related committees at affiliated health authorities and/or; b. Contributions to Dalhousie University committees. <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>1. Substantial administrative contribution within the Maritime Provinces:</p> <ul style="list-style-type: none"> a. Contributions to clinical or related committees at affiliated health authorities and/or; b. Contributions to Dalhousie University committees. <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

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Scholarship of Transmission and Transformation of Knowledge (Academic Education)

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

CRITERIA		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)). 	<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.
	<i>Additional Criteria</i>	<ol style="list-style-type: none"> 5. Effectively mentors others in the conduct of education related activities. 6. Development of learning resources (e.g., textbooks, computer programs, etc.) which have been widely employed nationally or internationally. 	<ol style="list-style-type: none"> 6. 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.

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

CRITERIA		ASSOCIATE PROFESSOR	PROFESSOR
			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.
	<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.

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