

Promotion and/or Granting of Continuing Appointment: Full-Time Clinical Faculty Guide



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INTRODUCTION

For a full-time clinical academic faculty member to be considered for promotion and/or granted continuing appointment (Lecturer to Assistant Professor to Associate Professor to Professor), **a record of performance must be established.**

For those Promotion Candidates being considered for promotion to Associate Professor and/or granting of Continuing Appointment or to Professor, a Promotion File is prepared which documents the Promotion Candidate's accomplishments and includes a Promotion Curriculum Vitae (CV), Teaching Dossier, evaluations/reviews from peers, students and potential external referees. This Promotion File is evaluated at the Department and Faculty levels against the standards and the criteria listed in the *Conditions of Appointment for Physicians (2018)* (CAP) and the Promotion Candidate's individual applicable role descriptions, including their Academic Role Category (ARC), Statement of Expectations and Responsibilities (SER) and/or Department specific prior role description.

First, all Promotion Files are reviewed and recommended by the Department Appointments and Promotions Committee (Department A&P Committee). They are then reviewed at the Faculty level and recommended by the Schulich Appointments and Promotion Committee (Schulich A&P Committee). Finally, each Promotion File is submitted to the Vice-Provost (Academic Planning, Policy and Faculty) of Western University for the final review and approval.

It is the shared responsibility of the Promotion Candidate and the Department and Schulich A&P Committees to ensure that the Promotion File is accurate and complete.

For Lecturers being considered for promotion to Assistant Professor, Limited Term, **a record of performance must also be established but it need not be as inclusive and extensive as the Promotion File.** This record is determined by the Department and will be communicated to the faculty member. This promotion process is a department level recommendation upon reappointment, rather than a full consideration of performance by the Schulich A&P Committee. The Department A&P Committee reviews the record of performance and makes a department recommendation whether to change the Candidate's rank from Lecturer to Assistant Professor upon reappointment based on the promotion criteria listed in CAP and the Candidate's ARC. More information on this process is found on page 11 as well as throughout the Guide.

CANDIDATE INSTRUCTIONS

CAREFULLY READ this Guide which explains the clinical promotion process and outlines information to complete your Promotion File.

1. **PREPARE THE INFORMATION** by following the outline in this Guide.
 - a) Ensure that your Promotion CV and Teaching Dossier are up-to-date and accurate. **The Promotion CV and Teaching Dossier must be submitted in the Acuity STAR format.** CVs and Teaching Dossiers submitted in any other format will not be considered.
 - To find the name and contact information for your Department Acuity Star Coordinator, please click here <https://www.schulich.uwo.ca/star/>. Click on People and find your Department Acuity STAR information.
 - You can go directly to Acuity STAR and login: <http://www.star.schulich.uwo.ca/>
 - b) Draft, edit and finalize your **Candidate's Statement** and **Teaching Philosophy** summarizing your academic contributions and how you have met the criteria listed in CAP Section 6 and your individual ARC expectations.
 - Describe your academic activities in your Candidate's Statement and/or in your Teaching Dossier. The Teaching Dossier section of this Guide lists all **REQUIRED** information. You may also choose to include the "Optional" and "Recommended" items.
 - c) Choose which publications to include for critical review by external referees (Clinician Researcher, Scientist and Educator ARCs only).
 - d) Carefully consider **your choices for Student, Peer and External Referee reviewers** to evaluate your accomplishments. Prepare Student, Peer and External Referee lists and submit to your Department.
2. **SUBMIT ALL INFORMATION** to your Department Chair or Department Administrator by the Department deadline.
3. **CAREFULLY REVIEW YOUR COMPLETED PROMOTION FILE**, including sanitized reviews from peers, students and external referees, before the Department A&P Committee meets to review your Promotion File in the late Summer/early Fall. This is your opportunity to ensure that it is complete and accurate before the Committee review process begins. After your Promotion File review, you may want to revise your Candidate Statement and/or Teaching Philosophy before your Promotion File is reviewed by your Department A&P Committee. You will be asked to sign off, indicating that you have reviewed the contents.

CRITERIA FOR PROMOTION AND/OR GRANTING OF CONTINUING APPOINTMENT FOR FULL-TIME CLINICAL ACADEMICS

Schulich School of Medicine & Dentistry, Western University

(Extracted from The University of Western Ontario and the Schulich School of Medicine & Dentistry, Conditions of Appointment for Physicians (2018).)

Each Promotion Candidate is expected to establish a record of performance demonstrating the creation and dissemination of knowledge through teaching and research, and providing leadership. There are several ways that the Promotion Candidate's record of performance is assessed.

1. This record of performance is based on the criteria for promotion outlined in CAP Section 6 and on the expectations included in the Promotion Candidate's Academic Role Category (ARC) document.
2. Assessment of performance considers the percentage weight given to each component of their ARC: clinical teaching, teaching, research, administration, role model, general contributions and health care leadership.
3. The Promotion Candidate's performance is compared to the national and international standards within the Candidate's discipline.
4. From one rank to the next, the Promotion Candidate is expected to have increased the quality and impact of their academic contributions with each progressive rank.
5. Further, the Promotion Candidate must demonstrate an expansion of their impact from the local to international arenas with each progressive rank: (Lecturer – local/regional; Assistant Professor – regional/provincial; Associate Professor – provincial/national; Professor – national/international).

The rank of Associate Professor is a career rank. **To continue as a full-time Clinical Academic, achievement of the rank of Associate Professor is required** and achievement of the rank of Professor is strongly encouraged.

The rank of Professor is the highest rank that the University can bestow and its conferral will be in recognition of high achievement. A candidate for appointment or promotion to the rank of Professor is expected to have established a record of performance that is substantially greater than the record of performance required to achieve the rank of Associate Professor. A Professor is expected to be recognized nationally and/or internationally for his/her expertise. Although high achievement over a sustained period will be expected of a successful candidate for the rank of Professor, length of service alone will not be a criterion for promotion.

A Clinician Administrator will be evaluated with their administrative work categorized as being in the domain of research, education or health care leadership, as appropriate.

At the time of the consideration of a Candidate, evidence will be provided to the Department A&P Committee, the Schulich A&P Committee and the Vice-Provost that the Promotion Candidate has established a record of performance consistent with the requirements noted above and in accordance with the following promotion criteria outlined in CAP Section 6 as relevant to their ARC.

TEACHING AND ASSOCIATED ACTIVITIES CRITERIA

Performance in Teaching and Associated Activities includes teaching and/or evaluating undergraduate students, graduate students, post-graduate students, practicing physicians and health care professionals and education of the public.

Performance in this category may include, but is not limited to, the following:

- i) Teaching responsibilities
 - Lectures, seminars, clinical teaching
 - Supervision of research trainees
 - Continuing Education teaching
 - Community outreach teaching
 - On-line teaching

- ii) Teaching innovations
 - Initiatives to improve didactic and clinical education
 - Course design and curriculum development
 - Development of effective and innovative evaluation tools
 - Development of effective and innovative teaching resources

- iii) Evidence of teaching effectiveness
 - Course and instructor evaluations
 - Awards and recognition
 - Student success: scholarships, awards, etc.

- iv) Professional development
 - Delivering courses on teaching
 - Undertaking peer evaluation
 - Contributed presentations at professional meetings on teaching: contributed platform presentations on teaching; poster presentations on teaching

- v) Educational leadership
 - Academic administration, academic planning and policy making
 - Academic advising activities (mentoring)
 - Teaching of education methods and instructional development
 - Board examiner
 - Accreditor of academic programs
 - Course director

RESEARCH AND SCHOLARLY ACTIVITIES CRITERIA

The nature, quantity and quality of the Promotion Candidate's research and scholarly activities is assessed within the context of their ARC and their research area. Performance Indicators may vary by research area.

Research activities may be related to clinical, basic science, health service, education and evaluation research. Research activities may include, but are not limited to, original research, multi-centre clinical investigation, innovation of new concepts or techniques, invention of medical apparatus, case reports and/or description of the natural history of disease and knowledge synthesis. In addition, proper acknowledgment of the Promotion Candidate's affiliation with Western University is required as is the acknowledgment of significant contributions of others in the dissemination of the Promotion Candidate's research and scholarly activities. Performance in this category considers the norms of the subspecialties and fields and may include, but is not limited to, the following:

- i) Publication of manuscripts. Performance indicators of impact could include, but are not limited to journal impact factors, number of citations per year, cumulative number of citations in lifetime and in last 5 years, h-index - in lifetime and in last 5 years, authorship (first/senior author vs co-author). Consideration of multiple indicators is encouraged.
- ii) Contributed presentations at scientific meetings: contributed platform presentations, poster presentations
- iii) External recognition of research expertise: invited lectures at scientific meetings, visiting professorship to other universities, lectures in other departments, awards (career awards, endowed Chairs), invited book chapters
- iv) Research service and leadership: peer-review of manuscripts and grant applications, editorial duties, editorial board of a journal/special issue
- v) Knowledge translation: patents and copyrights, commercialization, impact on clinical practice and/or community health
- vi) Securing competitive funding for research: internal, external granting agencies, industry. Consideration will be given to the scope of the project and the role of the Clinical Academic (Principal Investigator (PI), co-PI, co-investigator or collaborator)

In evaluating research, creativity and quality will be assessed as well as quantity.

For Promotion Candidates with ARCs of Clinician Educator, Clinician Researcher or Clinician Scientist, the written opinion of at least three independent expert referees in the Candidate's areas of specialization is required to aid the Committee's evaluation of performance in Research and Scholarly activities.

Referees must:

- i) be at arm's length from the candidate (not be a relative, close personal friend, current or former colleague, former thesis advisor, research supervisor, grant co-holders or co-authors in relation to the Candidate), subject to the provisions of relational disclosure permitted at Clause 6.5.9 v);
- ii) be external to Western University;
- iii) hold an academic rank equivalent to or above that being sought by the Candidate; and
- iv) be proposed on the basis of their ability to assess the quality of the Candidate's contributions to the field and whether the Candidate should be granted promotion.

ROLE MODEL, GENERAL CONTRIBUTIONS AND HEALTH CARE LEADERSHIP CRITERIA

Performance in Role Model

Physician role models affect the attitudes, behaviours and ethics of learners and health care practitioners. Role models foster professional values in learners, patients and colleagues, such as other physicians and health professionals. Performance in this category may include, but is not limited to, the following:

- i) peer recognition as a clinical expert in a discipline, specialty, sub-specialty or an area of clinical research, as indicated by unsolicited referrals from academic colleagues and professional(s) as a whole. (e.g. nominations, awards and other recognitions)
- ii) innovation and/or leadership in the development or application of programs for improving health care delivery, quality of care, patient safety and satisfaction and/or quality assurance especially as it relates to linkages with education and the practice of medicine or other health professions
- iii) other contributions to the discipline or special area of interest(s) which have promoted scholarship and excellence in the clinical setting (e.g. creation of methods to evaluate outcomes of care)
- iv) participation in ethics committees, contribution to the meaningful development of ethical frameworks and demonstrated application of ethical frameworks to a clinical or educational setting (e.g. contribution to the literature, presenting rounds, committees dealing with ethical dilemmas)
- v) demonstration of empowering, recognizing and valuing others. (e.g. formal mentoring, nominating others for awards, promotion, providing review of promotion files or other types of recognition)

Performance in General Contributions

Performance in this category may include, but is not limited to, the following:

- i) Meaningful contributions as an active member on committees, task forces, boards and other administrative roles within:
 - the Department, Faculty, University

- professional organizations at the local, provincial, national or international level
 - community agencies or organizations related to the individual's role at the University
 - regulatory or licensing bodies such as the College of Physicians and Surgeons of Ontario, Royal College of Physicians and Surgeons of Canada, College of Family Physicians of Canada, etc.
- ii) Elected or appointed leadership roles in committees, task forces, boards and other administrative roles
- at the Department, Faculty or University level
 - within professional organizations at the local, provincial, national or international level
- iii) Consultations (e.g. external reviews, accreditation visits) to other academic departments, faculties, universities, government and industry
- iv) Recognition for service and/or contributions
- at the Department, Faculty or University level
 - in local, provincial, national or international professional organizations, humanitarian and/or global health contributions

Performance in Health Care Leadership

Health care leadership involves both formal leadership, such as a designated leadership role, and informal leadership, wherein the Promotion Candidate supports, enables and influences change and improvement.

Performance in this category may include, but is not limited to, the following:

- i) Organization of programs or championing a major health care initiative or leading knowledge transfer initiatives aimed to improve quality of patient care or patient safety
- ii) Meaningful leadership contribution to committees, task forces, boards and other administrative roles within health care (e.g. pharmacy and therapeutics committee, medical advisory committee)
- iii) Elected or appointed leadership roles in committees, task forces, boards and other administrative roles within health care at the local, regional, provincial, national or international level(s) (e.g. hospitals, community-based organizations, government committees)
- iv) Consultations to other health care organizations locally, provincially, nationally or internationally
- v) Recognition for service in health care at the local, regional, provincial, national or international level
- vi) Meaningful contributions leading to the development and/or implementation of policy and/or guidelines to improve patient care and/or health service delivery

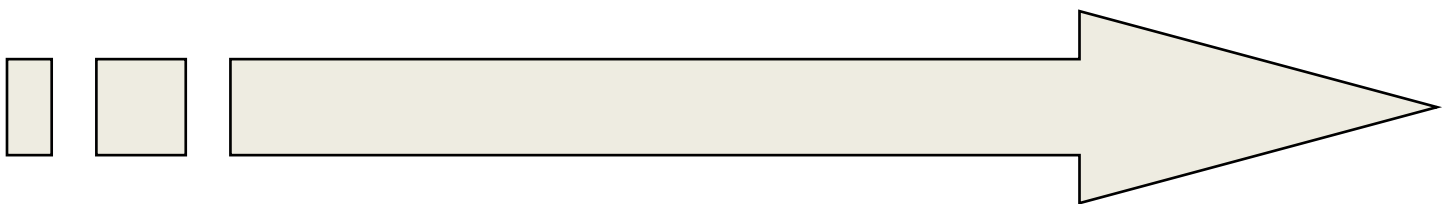
Assessments on the meaningfulness of contributions on committees consider evidence of impact in various aspects of involvement, including but not limited to, preparation, attendance, participation, contribution to formation of ideas, literature/other program review, writing guidelines, etc.

**PROMOTION CYCLE TIMELINE
SUCCESSFUL PROMOTION/GRANTING OF CONTINUING APPOINTMENT**

Winter/Spring

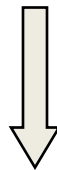
Summer/Fall

Summer



Candidate submits Candidate Statement, CV, Teaching Dossier, Evaluations and Lists of Student, Peer and External Referee Reviewers to Department

- Review by Department A&P Committee (by October 1)
- Then review by Schulich A&P Committee (by December 1)
- Promotion File sent to Vice-Provost (by April 1)



THE PROMOTION PROCESS
Vice-Provost makes final decision

Promotion and/or Granting of Continuing Appointment, becomes effective July 1

WINTER/SPRING

Lecturer to Assistant Professor, Limited Term

Full-time clinical academic faculty, who are entering their third year as Lecturer, Limited Term, must be considered by the Department A&P Committee for promotion to the rank of Assistant Professor, Limited Term, by the end date of their Lecturer appointment. They must submit their record of performance for consideration several months before the end of their third appointment year.

The record of performance does not need to be an entire Promotion File. It can be whatever the Department determines is appropriate, such as a Promotion CV from Acuity Star, Teaching Dossier, a brief Candidate Statement of main accomplishments, plans for Assistant Professorship, etc. The criteria used to assess the record of performance is outlined in CAP Section 6 and the faculty member's ARC.

The Process

The promotion from Lecturer to Assistant Professor, Limited Term, is a departmental level recommendation upon reappointment, rather than a full consideration of performance by the Schulich A&P Committee. The Department A&P Committee reviews the record of performance and makes a department recommendation whether or not to change the Candidate's rank from Lecturer to Assistant Professor upon reappointment. If approval is granted, the Chair, on behalf of the Department A&P Committee writes a letter to the Dean indicating the change in rank at reappointment to Assistant Professor, Limited Term, and submits it with the required reappointment documents no later than March 31. If approval is not granted, the appointment ends.

Assistant Professor or Associate Professor, Limited Term, to Associate Professor and Granted Continuing Appointment

Full-time clinical academic faculty, who are entering their sixth year as Assistant Professor, Limited Term, or their fourth year as Associate Professor, Limited Term, must be considered by the Department A&P Committee for promotion and/or granting of a continuing appointment.

Associate Professor to Professor

Full-time clinical academic faculty at the rank of Associate Professor may also request consideration for promotion to Professor by contacting the Department Chair or designated Department Administrator.

The Process

The Department sends each Promotion Candidate information detailing what is required to complete their Promotion File, such as the Candidate Statement, Teaching Philosophy, Promotion CV, Teaching Dossier, and student, peer and external referee lists. The Candidate provides this information by the Department-deadline. More detailed information about this process is found throughout this Guide

The Promotion Candidate provides the Department with a list of the Peer and Student reviewer names and contact information. The Department A&P Committee may add names of students and peers to the list with the Candidate's approval.

If external referee reviews are required (**Clinician Educator, Clinician Researcher or Clinician Scientist**), the Promotion Candidate provides a list of possible external referee names along with contact information, a short bio and indication of the nature of their relationship, such as serving on the same specialty committees, participating in the same Associations or Societies, teaching at national courses together, etc. The selection of external referees is a very important part of the process. External referees are individuals outside Western University, at the rank of Associate Professor or above, with expertise which qualifies them to comment in an independent and unbiased manner on the selected research papers and the Promotion Candidate's reputation in research and scholarly activities. The Department A&P Committee may add additional names to the list of external referees with the Candidate's approval. The Committee then selects external referees from the list.

THE PEOPLE SELECTED SHOULD NOT KNOW PROMOTION CANDIDATE WELL: no relatives, personal friends, co-authors, graduate teachers or thesis supervisors, former students, collaborators, co-workers, etc. but they may be familiar with the Promotion Candidate's your research and/or teaching. External referees must hold the rank at or above for which the Candidate is applying.

The Department Chair writes directly to external referees, students and peers for their reviews of the Candidate's accomplishments; the Candidate does not contact peers, students or external referees. In addition, the Department and/or Candidate gather statistical ratings/evaluations of teaching available from department/faculty records and systems as well as appointment documents, ARCs and SERs.

LATE AUGUST/EARLY SEPTEMBER

The Promotion Candidate reviews a *sanitized* version of the completed dossier in which Peers, Student and External Referee reviews have all identifying information removed. If the Candidate has concerns, they may wish to address them in a revised Candidate's Statement or they may speak to their Department Chair to ensure their concerns are discussed before the Promotion File is reviewed by the Department A&P Committee. Once reviewed and the contents agreed upon, the Promotion Candidate signs a form indicating that the Promotion File is considered complete and accurate.

The Department Chair and A&P Committee review the Promotion File and make their recommendations to the Dean no later than October 1. If there are differing recommendations between the Department Chair and the Department A&P Committee, both make separate recommendations. The Department Chair and the Department A&P Committee may request additional written information, an in-person consultation or both with the Candidate. If a negative recommendation is being considered at the Department level, the Promotion Candidate is given written notice of the areas of concerns and an opportunity to make submissions

in person or in writing before the recommendation is finalized. Promotion Files not approved by both the Department A&P Committee and Department Chair may appeal. Generally, Candidates are informed of the Department's recommendation by October 1.

From October to December, the Schulich A&P Committee reviews the Promotion File and makes a recommendation regarding promotion to Associate Professor, Professor and/or granting of Continuing Appointment. If there are differing recommendations between the Dean or Dean's designate and the Schulich A&P Committee, both make separate recommendations. If a negative recommendation is being considered, the Dean or designate and the Schulich A&P Committee may request additional written information, an in-person consultation or both with the Candidate. Candidates not approved by both the Schulich A&P Committee and the Dean or Dean's designate shall have the opportunity to make submissions in person or in writing to both before their recommendations are finalized. Generally, Promotion Candidates are informed of the Schulich recommendation by December 1.

Promotion Files approved at the Schulich level are submitted to the Vice-Provost (Academic Planning, Policy and Faculty) by April 1.

SPRING/SUMMER

The Vice-Provost reviews the Promotion Files and the included recommendations for promotion to Associate Professor and/or granting of continuing appointment and promotion to Professor. Upon approval of the Vice-Provost, promotion and/or change from Limited Term to Continuing Appointment becomes effective July 1.

INFORMATION PROVIDED BY CANDIDATES

Promotion Candidates must provide complete and accurate information as outlined on the following pages. All information is required to be considered for promotion and/or granting of a Continuing Appointment.

1. Promotion CV - SSMD Promotion CV from **Acuity STAR**
2. Teaching Dossier - SSMD Teaching Dossier from **Acuity STAR**
3. Evidence of Teaching Effectiveness - Evaluations from Word via One45, Elentra or other Department evaluations, awards, formal peer teaching evaluations, etc.
4. Evidence of Teaching Innovations - Descriptions of novel teaching methods or curriculum material developed such as training manuals, textbooks, computer software.
5. Teaching Summary Table from Word or PDF
6. Candidate's Statement from Word or PDF
7. Teaching Philosophy from Word and uploaded to Teaching Dossier through Acuity STAR
8. List of Student reviewers to be contacted to comment on teaching, including contact information.
9. List of Peers reviewers to be asked to comment on teaching, scholarly activities and other contributions to the University, including contact information.
10. List of External Referees (if applicable), including contact information, a short bio, and a statement on the nature of their relationship
11. Publications for Critical Review and contribution to each (if applicable)
12. Career Development Plan Summary Page(s) of all annual reviews

CURRICULUM VITAE

An up-to-date Promotion CV must be generated from **Acuity STAR** and must contain the following information:

Acuity STAR – SSMD Promotion CV

NAME: Auto Generated

RANK, STATUS: Auto Generated

DEPARTMENT: Auto Generated

REVISION DATE: Auto Generated

ADDRESS: Primary Office Address **REQUIRED**

TELEPHONE NUMBER: Primary Office Phone Number **REQUIRED**

E-MAIL ADDRESS: Primary e-mail Address **REQUIRED**

EDUCATION: **REQUIRED**

- University Degrees - University, Department, Date Conferred, Thesis Title, Supervisors
- Internship
- Postgraduate and/or Postdoctoral Training
- Specialty Qualifications and Licenses Held

ACADEMIC / EMPLOYMENT HISTORY: **REQUIRED**

- Academic Appointments (Dates, Rank and Position, Department, Institution)
- Administrative Appointments (Dates, Rank and Position, Department, Institution)
- Leaves / Absences
- Summer Studentships and Fellowships Held

AWARDS, HONOURS, FELLOWSHIPS, SCHOLARSHIPS: **REQUIRED**

(include those awarded during your university education)

- Provide a brief description of each and its purpose

CONTINUING EDUCATION: (list under separate headings) **REQUIRED**

- Conference and professional annual meeting attendance
- Continuing Education attended (in your discipline)
- Faculty Development attended

SCHOLARLY AND PROFESSIONAL ACTIVITIES:

REQUIRED

- Professional Society Memberships and Offices Held
- Roles on Review Boards of Journals and Granting Agencies
- Visiting Professorships
- Roles in Conferences (e.g., organizer, workshop leader, chair)
- Consulting and Professional Activities
- Service to the Community as part of your Profession, e.g., public lectures and presentations, community outreach, innovative health care delivery

COMMITTEE MEMBERSHIPS:

REQUIRED

- Academic – University, Schulich Level, Department, Division, National, International, RCPSC, CMA, CTA, etc.
- Hospital
- Research Institute
- External – Professional, Community, Specialization, etc.

RESEARCH PROJECT SUPERVISION

REQUIRED

- Supervision of research of residents, clinical fellows, research fellows, undergraduate medical students, etc.

GRADUATE STUDENT SUPERVISION (MASTERS and PhD):

REQUIRED

- Note any awards won or held by students supervised. Note precise role on any student advisory committees (Supervisor, co-Supervisor, Advisor, Thesis Committee, Examiner,) as well as the students' program (MSc, MA, PhD, etc.)

RESEARCH FOCUS:

REQUIRED

- Describe areas of research interest and current projects

RESEARCH FUNDING:

REQUIRED

- For each grant or contract provide the information required in table format. If there are co-grants or group grants, list the total amount of the grant and, in brackets, the amount belongs specifically to the Promotion Candidate.
- Include external salary awards and start-up funds received. List grants applied for but not awarded; clearly mark as such.
- Outline exact role and contribution, especially if not the Principal Investigator.

PUBLICATIONS: (list under separate heading, in date order of publication)

REQUIRED

- Books authored
- Books edited
- Chapters in books and symposia
- Articles in peer-reviewed journals
- Peer-reviewed conference proceedings
- Articles in non-refereed journals and conference proceedings
- Technical Writings
- Abstracts and Paper Presentations
- Other (e.g., book reviews, letters to editor)
- Accepted for publication (optional; indicate as such)
- Submitted manuscripts and work in progress (optional; indicate as such)

Note: Within each category, please supply details in chronological order and give full citation, including page numbers for books, chapters and journal articles and names of authors in the order in which they appear on the publication. Promotion Candidate's name will be highlighted in bold font and placed according to authorship.

PATENTS:

REQUIRED

- Name, Year, filed or granted

INVITED LECTURES:

REQUIRED

- List scholarly presentations given by invitation

NOTES:

- Teaching activities must be provided separately from the Promotions CV. Clear information on teaching activities are described in the Teaching Dossier.
- Schulich A&P Committee members may not understand initials/acronyms in the Candidate's specialty. Use of full names for awards, granting agencies, committees, etc. are required. The purpose of awards, such as travel award, graduate student award, summer studentship award, is also helpful.
- Exact role and contribution to peer-reviewed publications and grants are required, Principal Investigator, co-Principal Investigator, Site Investigator, or first/senior author, co-author, etc.
- Date ranges or end dates must be accurate and current. If an end date is stated as 'to present', ensure this is accurate.

TEACHING DOSSIER

An up-to-date Teaching Dossier must be generated from **Acuity STAR** and must contain the following information:

- Maximum length of the Teaching Dossier is limited to 35 pages, including a maximum of 20 pages of Appendices.
- A Teaching Summary template is provided as Appendix I. **Word** version is available.

Teaching Responsibilities

1. List all courses or segments of courses taught in the past 7 years or since initial appointment, plus a description of Promotion Candidate's role. For promotion to Professor only, list all information since the last promotion. **REQUIRED**
2. Course outlines for all courses taught in the past 2 years. **REQUIRED**
(Maximum length 5 pages each)
3. List/summarize number of all students supervised, including graduate and undergraduate theses, independent study and practicum supervision. **REQUIRED**
4. Summarize student rating evaluations. **REQUIRED**
5. List/summarize number of all students academically coached, mentored and advised for the past 5 years. **REQUIRED**

Teaching Philosophy

1. A succinct, clearly reasoned statement of the Candidate's personal beliefs about teaching and how these have influenced their choice of teaching methods, e.g., an explanation of why what is done
(Maximum length 2 pages) **REQUIRED**

Teaching Innovations

1. Description of novel teaching methods or curriculum material developed by the Promotion Candidate including textbooks, lab manuals, assignments and computer software. (Maximum length 1 page) **RECOMMENDED**
2. Contributions made to the development of new courses or revision of existing courses. **RECOMMENDED**
3. Evidence of impact/effectiveness of above innovations, e.g., data from program evaluation studies or letters of support from colleagues, students or curriculum experts. **OPTIONAL**

Evidence of Teaching Effectiveness

Classroom Teaching

1. Graphical or tabular summary of formal student ratings for all questions related to teaching effectiveness for all courses taught at Western, or all courses taught in the last 7 years, whichever is less. (Max. length 3 pages) See Appendix 1: Teaching Summary Template **REQUIRED**
2. Letters from students, former students or employers of former students. Letters should be designated as solicited or unsolicited; if solicited, the letter of solicitation should be included. **REQUIRED**
3. Inclusion of unsolicited letters **OPTIONAL**
4. Colleague evaluations based on direct observation of classroom teaching. Colleague observers should be selected by mutual consent of the candidate and the Chair or Dean. (Max. length 2 pages) **REQUIRED**
5. Objective indicators of amount learned by students, e.g., mean student performance on a committee-graded or objectively scored final examination in a multi-section course. **OPTIONAL**
6. Evidence of student success attributable, in part, to Promotion Candidate's teaching, for example, awards, acceptance for advanced study, etc. **OPTIONAL**

Course Content and Course Management

1. Colleague evaluations based on analysis of course documents and materials such as course outlines, assignments and sample graded essays or exams. Colleague evaluators should be selected by mutual consent of candidate and Chair or Dean. (Max. length 2 pages) **OPTIONAL**
2. Formal student ratings of the course and its content, quality or impact, as opposed to instructor ratings. **OPTIONAL**

Student Supervision

1. Letters from former undergraduate or graduate students for whom you served as thesis, research or practicum supervisor. Letters should be designated as solicited or unsolicited; if solicited, the letter of solicitation should be included. (Maximum length 4 pages total.) **REQUIRED**
2. Inclusion of unsolicited letters **OPTIONAL**

3. Evidence of student success attributable, in part, to Promotion Candidate's supervision, for example, awards, appointments, publications, acceptance for advanced study, etc. **OPTIONAL**

Prior Recognition

1. Teaching awards or nominations. **OPTIONAL**
2. Invitations to teach or contribute curriculum materials to other institutions or departments. **OPTIONAL**

Professional Development

1. Brief description of steps taken to improve teaching, including workshops and seminars attended, courses completed and peer consultation. **OPTIONAL**

Educational Leadership

1. Membership on curriculum/educational policy and planning committees. **OPTIONAL**
2. Membership on committees relating to evaluating or improving teaching. **OPTIONAL**
3. Delivery of formal faculty development programs, e.g., running workshops, serving as peer consultant or faculty development specialist. **OPTIONAL**

Research on Teaching

1. Papers published or presented on teaching or curriculum issues, including articles proposing or evaluating new teaching methods or curriculum developments. **OPTIONAL**
2. Informal, unpublished research on teaching. **OPTIONAL**

APPENDIX 1: TEACHING SUMMARY TABLE

ACADEMIC YEAR _____					
Course No./Name					
Total Hrs. Lectures/Seminars					
Total Hrs. Labs/Tutorials					
Student Enrolment					
Rating (average score on overall effectiveness) and Scale (normally 1 - 7)					
Comparison to other teachers in course					

ACADEMIC YEAR _____					
Course No./Name					
Total Hrs. Lectures/Seminars					
Total Hrs. Labs/Tutorials					
Student Enrolment					
Rating (average score on overall effectiveness) and Scale (normally 1 - 7)					
Comparison to other teachers in course					

COURSE NAME _____					
Academic Year					
Total Hrs. Lectures/Seminars					
Total Hrs. Labs/Tutorials					
Student Enrolment					
Rating (average score on overall effectiveness) and Scale (normally 1 - 7)					
Comparison to other teachers in course					

COURSE NAME _____					
Academic Year					
Total Hrs. Lectures/Seminars					
Total Hrs. Labs/Tutorials					
Student Enrolment					
Rating (average score on overall effectiveness) and Scale (normally 1 - 7)					
Comparison to other teachers in course					

CANDIDATE STATEMENT

This narrative statement is the Promotion Candidate's opportunity to highlight and explain their academic contributions throughout their career that they determine are significant for the A&P committees reviewing the Promotion Files, within the context of the promotion criteria and the Promotion Candidate's academic job description: ARC, SERs, Department specific earlier job description. The Candidate Statement is the opportunity to talk about their activities and role within their specialty, Division, Department, Schulich Medicine & Dentistry and Western University.

For example, they may:

- Highlight and give more detail on certain items from the Promotion CV or Teaching Dossier, explaining the impact of educational initiatives, research translational achievements, general contributions and committee work, administrative roles and health care leadership and enhancing teaching and/or research within their specialty, Division, Department, Schulich Medicine & Dentistry and Western University.
- Describe accomplishments that are not included in the Promotion CV or Teaching Dossier and evaluate their impact, e.g. an innovative laboratory technique, attracting elective fellows to spend time learning with the Promotion Candidate, articles currently being written for publication.
- Provide a perspective on initiatives underway presently or in the near future and anticipated results, e.g., future directions of research, enrolment in faculty development, future leadership roles, etc.
- If applicable, mention any significant special circumstances which have arisen during their career that have affected performance, e.g., periods of absence or reduced responsibility, unsuccessful research initiatives, geographic relocation, clinical demands etc.

The Candidate Statement should highlight the categories as outlined in the Criteria for Promotion and/or granting of Continuing Appointment, CAP Section 6. **IT SHOULD NOT EXCEED 4 PAGES:**

1. Teaching and associated activities
2. Research and other scholarly activities
3. Role Model
4. General Contributions in Service or Leadership within the University, the Profession and the Community
5. Health Care Leadership

NOTE: If the Promotion Candidate's ARC does not include Research expectations, then Research does not need to be included in the Candidate Statement.

STUDENT REVIEWERS

The Promotion Candidate provides names and contact information such as email or mailing addresses of students taught, particularly where there is no teaching statistical evaluation, e.g., graduate students (Ph.D. and Master's), fellows, elective students, etc. State the nature of the contact: supervised, taught, mentored, coached, examined, thesis advisor, thesis committee, judged, etc. The Department Chair and A&P Committee may suggest additional Student reviewer names to contact with the Promotion Candidate's approval.

LIST OF POTENTIAL STUDENT REVIEWER:

NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHON
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:

- I indicate by my signature below full and complete agreement with the above listing of potential student reviewers.

OR

- I am objecting to the inclusion of _____ as potential student reviewer(s) on the grounds that

Candidate Signature

Date

PEER REVIEWERS

The Promotion Candidate provides names and contact information such as email and mailing addresses of colleagues who can best comment on teaching, scholarly activities and other contributions to Schulich Medicine & Dentistry and Western University. These may be individuals within the Promotion Candidate's Department, in other Departments at Western University or at other Universities. They must know the Promotion Candidate well and be able to comment from personal observation on their contributions in teaching, University service and leadership. Peers also can comment on the nature of research contributions. Teaching includes but is not limited to the development of course materials and examination questions and student coaching, mentoring and advising as well as direct contact teaching. The Promotion Candidate may include course managers or chairs of committees to which they have made active contributions as possible Peer reviewers. Those selected should be at various ranks, Assistant, Associate and full Professors. The Department Chair and A&P Committee may suggest additional names to contact with the Promotion Candidate's approval.

LIST OF POTENTIAL PEER REVIEWERS

NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:
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NAME: Mailing ADDRESS: Email ADDRESS: NATURE OF CONTACT: TELEPHONE:

I indicate by my signature below full and complete agreement with the above listing of potential peer reviewers.

OR

I am objecting to the inclusion of _____
as potential peer reviewer(s) on the grounds that
_____.

Candidate Signature

Date

EXTERNAL REFEREES

External referees are individuals outside Western University, **who hold the same academic rank at or above which the candidate is applying**, e.g., if the candidate is applying for the rank of Associate Professor, external referees must hold the rank of Associate Professor or Professor; if the candidate is applying for the rank of Professor, external referees must hold the rank of Professor at their institutions. External referees possess a level of expertise which qualifies them to comment in an independent and unbiased manner on the Promotion Candidate's selected research publications and reputation in research and scholarly activities. At least three external referees must be selected from names provided and the additional ones suggested by the Department A&P Committee, approved by the Candidate. The External Referees will be sent the Promotion Candidate's CV and their submitted research publications for critical review.

THE EXTERNAL REFEREES SELECTED SHOULD NOT KNOW THE PROMOTION CANDIDATE WELL, e.g., **NO** relatives, personal friends, co-authors, graduate teachers, thesis supervisors, former students, collaborators, co-workers, etc. However, they may be familiar with the Promotion Candidate's research and/or teaching.

Promotion Candidates **do not communicate in any way with a potential external referee**. They only provide names, addresses, short bio (including academic rank) of the qualifications and areas of expertise of each potential external referee, and a statement on the nature of their relationship (if any). The Department Chair will contact the External Referee for their review.

Sample Summary of Biographical Sketch of External Referees

Professor _____, is a world expert in the field of _____. He is editor of the highly regarded _____ academic journal and, at present, is the Chair, Canadian Organization of Medical Professionals. His earlier positions included professorships at the Queens University and the University of British Columbia.

LIST OF POTENTIAL EXTERNAL REFEREES

NAME: Mailing ADDRESS: Email ADDRESS: TELEPHONE: NATURE OF RELATIONSHIP (if any): BIOGRAPHICAL SKETCH (include academic rank):
NAME: Mailing ADDRESS: Email ADDRESS: TELEPHONE: NATURE OF RELATIONSHIP (if any): BIOGRAPHICAL SKETCH (include academic rank):
NAME: Mailing ADDRESS: Email ADDRESS: TELEPHONE: NATURE OF RELATIONSHIP (if any): BIOGRAPHICAL SKETCH (include academic rank):
NAME: Mailing ADDRESS: Email ADDRESS: TELEPHONE: NATURE OF RELATIONSHIP (if any): BIOGRAPHICAL SKETCH (include academic rank):
NAME: Mailing ADDRESS: Email ADDRESS: TELEPHONE: NATURE OF RELATIONSHIP (if any): BIOGRAPHICAL SKETCH (include academic rank):
NAME: Mailing ADDRESS: Email ADDRESS: TELEPHONE: NATURE OF RELATIONSHIP (if any): BIOGRAPHICAL SKETCH (include academic rank):

- I indicate by my signature below full and complete agreement with the above listing of potential external reviewers.

OR

- I am objecting to the inclusion of _____ as potential external reviewer(s) on the grounds that

Candidate Signature & Date

Department Chair Signature & Date

Publications for Critical Review and Contribution to Each

The Promotion Candidate must select their best publications/papers for critical review. Maximum number is:

- For promotion to Associate Professor and/or granting of continuing appointment - **7**
- For promotion to Professor and/or granting of continuing appointment – **10**
- For co-authored papers, state contribution as a percentage and clearly describe role.

TITLE: CONTRIBUTION: ROLE:
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DEPARTMENT ADMINISTRATIVE PROCESS

Winter/Spring

The Department's designated administrator (Department Administrator) may send an email to faculty members at the rank of Lecturer and those going forward for promotion, providing the rank status change and/or the promotion type for which the faculty member is applying or being considered, e.g., from Lecturer, Limited Term, to Assistant Professor, Limited Term, from Assistant Professor, Limited Term, to Associate Professor and granted Continuing Appointment, from Associate Professor, Limited Term, to granted Continuing Appointment or from Associate Professor to Professor. In addition, the Department must be clear on deadlines for the return of information and provide any other required instructions. Some Departments give their faculty members and potential Promotion Candidates the Clinical Promotion Guide and/or the Clinical Promotion Review Guide.

For Lecturers being reappointed, the Department will determine and request the documents required for the record of performance. The process for renewals from the rank of Lecturer to Assistant Professor, Limited Term, is outlined in more detail on page 11 of this Guide.

For Promotion Candidates, the Department will request an up-to-date Promotion CV and Teaching Dossier in the **Acuity STAR** format and names of potential student and peer reviewers, and external referees.

Then, the Department Administrator arranges an initial meeting of the Department A&P Committee, composition as per CAP Section 3.1, to review the eligibility of all Department faculty members being considered for promotion and/or granting of Continuing Appointment and for those at the rank of Lecturer being considered for reappointment.

CONFLICT OF INTEREST:

- A member of the Committee who is aware of any reason that their impartiality and objectivity about a candidate **might** be cast in doubt, e.g., a co-author or investigator, relative, past conflict with the faculty member/Candidate, must inform the Chair and withdraw from all discussion and deliberations on that record of performance and/or Promotion File. A Committee member should act on the principle that if their presence could create a reasonable apprehension of bias, they shall withdraw.
- If the Department Chair has a possible conflict of interest, the Chair shall withdraw from reviewing the record of performance and/or Promotion File. Another member shall chair the meeting and sign letters to external referees, students and peers. The Department Chair shall not make a separate recommendation.
- An elected member whose promotion or reappointment is being considered MUST withdraw from the Committee for that year and an alternate be elected by the Department.

Early Winter/Spring/Summer

- Provide the Clinical Promotion Guide and/or Clinical Promotion Review Guide to each faculty member/Candidate. Be sure to inform faculty members/Candidates of the Department deadline(s) for return of the required record of performance and/or promotion information.
- As faculty members/Candidates return information, check to ensure it is complete, accurate and current. Check the Promotion CV carefully, reviewing all publications and grants carefully to ensure they are correct. For example, an item listed in a current CV as “TITLE” 2018 (In press) is likely to have been published by now.
- For promotions, establish a Promotion PDF File for each Candidate. The Index of Contents provides the order in which all information is saved in the PDF. Bookmark each section in the PDF document.
- Student, peer and external referee review letters:
 - The Department A&P Committee checks the list of potential Student and Peer Reviewers. The Department A&P Committee may suggest additional names which must be approved by the Candidate and signed off **before** the letters go out.
 - When the Department is recommending a Promotion Candidate with the ARC of **Clinician Educator, Clinician Researcher or Clinician Scientist** be put forward, the written opinions of **at least three independent expert referees** in the Candidate’s areas of specialization are required to aid the Committee’s evaluation of performance in Research and Scholarly activities. It is recommended to seek at least five to six external referees to ensure the return of at least three assessments (the minimum number) and to provide a broader basis of opinion. In addition to contact information, Candidates must complete the list form indicating if any prior relationship exists with the referees named. External referees must hold the rank at or above for which the candidate is applying. (CAP 6.3.4)
 - The Department A&P Committee checks the list of External Referees provided by each Candidate for appropriate expertise and qualifications such as acceptable academic rank equivalent to or above that is being sought by the Candidate and the required provision of being at arm’s length from the Candidate.

Definition of “arm’s length”:

- be external to Western University
- not a relative or close personal friend
- not a former graduate school teacher
- not a thesis advisor or examiner
- not a present or former student
- not a present or former co-worker
- not a co-author of a publication
- not a co-investigator on a grant

- The Department A&P Committee may suggest additional names which must be approved by the Candidate. The Committee must select at least three external referees: their names are kept confidential to provide an unbiased assessment.
- In some highly specialized fields, it is not possible to have external referees who are at “arm’s length”. In this instance, the Committee and/or the Candidate will need to address the issue in their recommendation letter or Candidate Statement.
- It is recommended that the Department Administrator contact the external referees before sending the package to determine if they are willing to serve as an external referee.
- Template solicitation letters are found at this link:
<https://westernu.atlassian.net/wiki/spaces/SSMDHR/pages/2132967652/Clinical+Promotion+Documentation>
- The Department Chair sends out these letters as follows:
 - To External Referees: Use the standard format, including accompanying documentation
 - To Peer Reviewers: Use the standard format, including accompanying documentation
 - To Student Reviewers: Use the standard format, including accompanying documentation

Note: For students and peers, a sample of one solicitation letter that was sent and the list of all the chosen reviewers are placed in the Candidate’s Promotion File. Please do not include a copy of each solicitation letter sent for students and peers; a sample is all that is required. For External Referees, a sample copy of the solicitation letter and guidelines sent and a list of all potential referees must be included.

- The Candidate’s ARC documents, Statement of Expectations and Responsibilities and any earlier department specific role descriptions must be included which were in effect during the Candidate’s appointment or during the time from their last promotion. It is important that all job description documents are included so that the Candidate can be assessed according to the expectations during the entire period of their appointment or from the date of their last promotion.
- If the Candidate holds a cross appointment in another Department or Faculty, the Cross Department Chair **must** provide a letter commenting on the Candidate’s contributions within that unit. The home Department Chair or Department Administrator will send a letter or an email to request this letter from the Cross Department Chair.
- Collect all statistical evaluations of teaching available for the Promotion Candidate. These may come from the Candidate, from department files and, for courses taught outside Schulich Medicine and Dentistry, from other Western University Faculties.

- Insert reviews received back from External Referees, Peers and Students in the appropriate order in the Promotion PDF File. Ensure that at least 3 external referees have provided reports, if applicable.
- When all expected reviews/letters have been received, the Candidate reviews a sanitized version of the Promotion File and signs off. Should additional reviews/letters arrive after that date but before the Department A&P Committee begins their consideration, the Candidate is given the opportunity to examine the additional letters, signs off on them and they are added to the Promotion File. No letters should be added after the File has been reviewed by the Department A&P Committee.

Late August/Early September

- Edit the sample Index of Contents/Signature Page as necessary.
- Arrange for the Promotion Candidate to review a **sanitized** copy of the Promotion File after it is complete but before the Department A&P Committee reviews the File. The Candidate signs the Signature Page acknowledging that the Promotion PDF File is complete. The Department Chair also signs the Signature Page.

NOTES:

- In the sanitized copy, the letters, reviews and reports must be edited to delete names, addresses, letterhead, references within the text which might identify the individual. Use the Redaction function in Adobe.
- If, at any time during the process, the Candidate requests a copy of all or part of the sanitized Promotion PDF File, the Department may provide it.
- Arrange for the Department A&P Committee to review the Promotion File to make its recommendation.
- The Department A&P Committee and the Department Chair each make a separate recommendation, if their recommendations differ.
 - It is the responsibility of the Department Chair and/or A&P Committee to provide the **detailed** case supporting the recommendation in the form of a report or letter in the Promotion File. Providing that the recommendations of the Committee and Chair are the same, one letter from the Chair which clearly identifies both recommendations and makes the case is sufficient. If the recommendations of the Chair and the Committee differ, then two independent reports must be provided. The Committee should provide the specific criteria and weighting of each individual Promotion File. A sample letter of recommendation is available online.
 - The Department Chair does not provide a recommendation where they have declared a conflict and stepped down from chairing the Committee for a particular Promotion File.
- Complete the Dean's Summary Submission form which is a fillable PDF. After completing this form, it **MUST** be saved in a different format before inserting it into the Promotion PDF File. Select the Print function and click on Microsoft Print to PDF and save the Dean's Summary Submission form. Then insert this version into

the Promotion PDF File. If you insert the Dean's Summary Submission when it is in fillable PDF format, you may corrupt the entire Promotion File.

By October 1st

- Inform the Promotion Candidate of the Department A&P Committee's and Department Chair's recommendations in writing. In the case of a negative decision, the candidate must be informed of the right to submit submissions in writing or in person and the right to appeal as outlined in CAP Sections 6.5.11 and 6.6.
- The Candidate's Promotion File will be a single PDF file which includes appropriate bookmarks. Upload the PDF file to Confluence by October 1. For more information, please consult the Election Dossier Instructions Guide.

APPENDIX 1: INDEX OF CONTENTS

Item of Documentation	Status in Dossier
1. Index of Contents	Required
2. Signature Page	Required
3. Dean's Summary Submission (DSS)	Required
4. Recommendation Letter of Dean and Schulich A&P Committee – Inserted by Dean's Office	Required
5. Recommendation Letter of Department Chair and Department A&P Committee	Required
6. Cross Appointments: Letters from Chairs of Secondary Departments	Required
7. Academic Job Descriptions - ALL Academic Role Category documents, Statement of Expectations and Responsibilities or earlier Department specific role descriptions - since previous promotion	Required
8. Promotional CV from Acuity Star <ul style="list-style-type: none"> • Current, up-to-date CV 	Required
9. Candidate Statement of Activities and Accomplishments	Required
10. Teaching Dossier, including Teaching Philosophy <ul style="list-style-type: none"> • Appendices, i.e. Teaching Summary/Eval. Table 	Required Required (if available)
11. Student Reviews/Evaluations	Required
12. Peer Reviews/Evaluations	Required
13. External Referee Reviews/Evaluations (minimum 3)	Required for ARCs: Clinician Educator, Researcher or Scientist
14. Unsolicited Letters	Optional
15. Appointment letters (Western/Schulich appointments only)	Required
16. Career Development Plan Summary Page of all annual reviews	Required
17. Reduced Academic Workload documents	Required
18. Publications for Critical Review	Required for ARCs: Clinician Educator, Researcher or Scientist

APPENDIX 2: TIPS FOR INDEX OF CONTENTS SECTIONS

Tips on Promotion File Preparation

1. Index of Contents - ensure all information for the Promotion File are in the order as per the Index of Contents **in a single PDF file**, with appropriate bookmarks. Please consult the Electronic Dossier Instruction Guide for further information on how to use Adobe to Combine Files and add Bookmarks.
2. Dean's Summary Submission Form - must be fully completed by the Department. Please DO NOT insert into the Promotion File in its original Fillable format. Refer to page 36 of this Guide.
3. Signature Page - must be signed by Promotion Candidate and Department Chair (using sanitized version of the Promotion File) after it is complete but before the Department A&P Committee review.
4. Recommendation Letter(s) of Dean and Schulich A&P Committee – include this on the Index of Contents and in the bookmarks; it will be inserted by the Dean's Office after the Schulich A&P Committee has met.
5. Recommendation Letter(s) of Department Chair and Department A&P Committee. Ensure all areas of concern are discussed, as per the template. The letter should include the statement that no areas of concern were noted.
6. Include Recommendation Letter from Cross Department Chair (if applicable).
7. Academic Job Descriptions – INCLUDE ALL Academic Role Category documents, Statements of Expectations and Responsibilities, and earlier Department specific role descriptions covering the period under consideration.
8. Current Promotion CV from Acuity Star. Please date it.
9. Candidate Statement (maximum 4 pages)
10. Current Teaching Dossier from Acuity Star. Please date it. It also includes the Teaching Philosophy.
11. Student Reviewer Letters – include sample request letter, list of potential student reviewers, and **all** responses. Please ensure there are no anonymous letters in the Promotion Dossier submitted to the Department and Schulich A&P Committees.
12. Peer Reviewer Letters – include sample request letter, list of potential peer reviewers, and **all** responses. Please ensure there are no anonymous letters in the Promotion Dossier submitted to the Department and Schulich A&P Committees.
13. External Referee Reviews (if applicable) – include a copy of the solicitation letter and guidelines, list of all potential external referees, including academic rank and a brief biographical sketch outlining qualifications and nature of relationship, and **all** responses.

14. Unsolicited Letters which may be from students, colleagues, program administrators, patients.
15. Appointment letter(s) and any addendum or amendment to the Appointment letter for the period of time under consideration.
16. Career Development Plan Summary Page(s) of all annual reviews – only the last page containing signatures and the summary of the CDP meeting.
17. Reduced Academic Workload documents (if applicable)
18. Publications for Critical Review – required for Clinician Educators, Researchers and Scientists. Clinician Teachers can include publications if they want but there will be no critical review.