

## KITE

# Performance Evaluation Matrix

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### Preamble

The proposed evaluation scheme should be used as a guideline rather than a strictly enforced manual and process. Individual circumstances of a researcher and/or a team should be taken into consideration when this performance evaluation matrix is applied. Not all members of KITE will contribute to our research ecosystem in the same manner. Some will be very prolific journal article contributors while others will generate processes, therapies and tools that have national and international impact. Our goal as an institution is international impact measured by the number of people we are able to reach and help to improve their lives.

What is critical is that KITE principal investigators (PIs) contribute actively towards developing and maintaining a research portfolio that is recognized and respected internationally. Junior PIs should strive to become recognized nationally and create research programs that will in a reasonable time (e.g. 6–10 years) attain international stature. Senior PIs should be at least established national leaders in their field of study, and preferably internationally recognized and sought after for their contributions. We need to help and guide those researchers and/or teams who are unable to establish research portfolios that are recognized nationally and internationally to reach these levels of impact.

KITE has become the #1 research institution in the world in rehabilitation; the only way to maintain that status is by continuing to nurture and develop extraordinary scientists and trainees, to create exciting and impactful research programs that will benefit our patients and clinicians, to continuously innovate, and provide robust leadership in rehabilitation internationally. To achieve this we need a healthy and supportive research ecosystem in which all members of KITE have ownership of our research and clinical enterprise, and strive daily to make KITE the most exciting rehabilitation enterprise in the world.

## Performance Expectations

### Affiliate Scientists

- Close collaboration with a scientist or senior scientist at KITE
- Administering grants at KITE (as a co-I or collaborator counts as well)
- Supervising students at KITE (they have to be registered at KITE and participate in events, e.g., research day)
- Participating in team activities (e.g., meetings, submitting reports, reviews if needed)

Metrics for review:

- Publications in which KITE is named as an institution (not all pubs)
- Grants or portions thereof held / administered at KITE (not all grants)
- Students (registered with ORT).

An Affiliate Scientist is expected to prepare and submit the annual activity report. Failure to comply may result in revoking the Affiliate Scientist Appointment.

### Scientists

- Develop their own distinctive research program and a reputation in their own special area of expertise.
- Within 5 to 6 years of their appointment to KITE they should reach performance competency that makes them a nationally recognized PI.
- Hold at least one grant as PI from “gold-standard” peer-reviewed funding agencies such as, but not limited to, NSERC, CIHR, HSF, PSIF, DoD, NIH, CHNF<sup>1</sup>, etc.
- Desirable to bring in funding amounts on average annually that exceed or are equivalent to twice their annual salary.
- Publish at least 3 journal papers per year as a principal author or the most senior author, and present regularly at scientific conferences.
- Have an identifiable and actively engaged mentor.

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<sup>1</sup> Natural Sciences and Engineering Research Council, Canadian Institutes of Health Research, Heart & Stroke Foundation, Physicians' Services Incorporated Foundation, Department of Defense (US), National Institutes of Health (US), Craig H Neilsen Foundation(US)

- Show evidence of ability to successfully collaborate with other researchers within and/or outside of KITE, and across disciplines.

**Note:** Inability to meet the above expectation after more than 5 years constitutes “failure to launch” and the PI should consider if being a member of the KITE is the right career choice for her/him.

### Senior Scientists

- Holds a rank of Associate Professor or Professor in a reputable university and is entitled to supervise PhD students independently.
- Peer-reviewed publication record appropriate for Associate Professor level appointment in her/his field of study or higher, or developed innovations/processes (at least one) that have been widely accepted.
- Multiple grants (as a PI or co-PI) from “gold-standard” peer-reviewed funding agencies such as, but not limited to, NSERC, CIHR, HSF, PSIF, DoD, NIH, CHNF (see footnote), Alzheimer Society of Canada, etc.
- “Academic Scientists” should have graduated at least 1 or 2 PhD level students as primary supervisor. “Clinician Scientists” should have graduated/mentored at least 1 or 2 PhD level students as primary supervisor or supervised 4-5 Clinical Research Fellows as the primary supervisor.
- KT and Entrepreneurship: Prevent accidents, injuries or disease by developing interventions/therapies, processes, and tools that optimize outcomes by (i) improving levels of independence, (ii) improving health and safety of caregivers, (iii) reducing the costs of providing healthcare, or (iv) increasing the generated wealth of society.
- Demonstrates innovation by the creation of intellectual property that is novel and potentially valuable, patents, invention disclosures, innovative software and apps, successful licensing of inventions, involvement in launching and growing spin-off companies, creation of media with evidence of viewing/ participation rates, generation of contract revenue from testing or consulting services, etc.
- Evidence of impact that might include changes to standards, building codes, best practice guidelines, regulations, new treatments (especially if adopted by hospitals beyond UHN), products on the market, etc. where there is evidence of significant impact on significant numbers of people.
- Communication and presentation skills to effectively communicate with public, social media, donors, investors, etc. KITE will help develop these skills through media training.

- Evidence of ability to successfully collaborate with other researchers within and outside of KITE, and across disciplines.
- Balance of academic achievements and outputs, and “real world” outcomes. Real world outcomes are necessary to ensure relevance of our research program, that the programs are well funded, and that society can relate to our achievements because they benefit from them.
- Desirable to bring in funding amounts on average annually that exceed or are equivalent to four times their annual salary.
- A national/international reputation in their special area of expertise.
- Actively contribute to the development of at least one Junior Scientist and demonstrate the impact of her/his mentorship by the success of that individual.
- Contribute to the KITE community and community at large.
- Have identifiable advisor(s). The advisor(s) should be an internationally recognized and reputable individual in the PI’s field of study. This is highly desirable as a vehicle to encourage and stimulate the PI’s continuous growth.

### Team Leader

- Has to be a Senior Scientist.
- Fosters culture of collaboration, respect, engagement, innovation, positive interpersonal relationships, and productivity
- Required leadership characteristics:
  - ✓ Clarity of goal setting
  - ✓ Clarity in administration of funds, people and resources
  - ✓ Demonstrated ability to advise Senior Scientists and mentor Junior Scientists
  - ✓ Advocate and support scientists and other team members by recognizing and promoting their contributions.
  - ✓ Demonstrates ability to develop high performing individuals
  - ✓ Encourages ownership of the team by all team members.
  - ✓ Demonstrates ability to engage people outside her/his team and laboratory
  - ✓ Demonstrates ability to champion causes outside of their own individual domain of expertise and field of research
  - ✓ Demonstrates ability to create environment where teams want to work together
  - ✓ Demonstrates ability to instill the vision in the team and to engage the members of the team along the same idea(s)

- Recognizes broader interests of KITE beyond their own team and laboratory
- Has a strong track record of sustained engagement of front line clinician(s) in her/his research program.

### Team

- The main purpose of the Team is to provide peer support to all scientists (full-time and affiliate), trainees and staff in the Team.
- Desirable that Team members hold 51% or more of their funds at KITE.
- The Team has to have a leader who is sited at KITE or has designated time during the week when she/he can be accessed in person at KITE. Trainees supervised by the Team leader should strive to have a strong presence at KITE.
- The Team has to have postdoctoral fellows, graduate students, undergraduate students and other types of trainees. The majority of the team members should be fellows, students and trainees (i.e. 51% or more). In other words, Teams should not depend primarily on research coordinators and/or research assistants to perform research, because one of KITE's mandates is creation of Highly Qualified Personnel (HQP).
- The Team has to have a coherent plan to tackle/produce deliverables relevant to the Team.
- The Team members have to demonstrate ability and intent to collaborate within the Team, and with other KITE teams.
- The Team members have to have at least two goals that are shared by the majority of PIs in the Team, and that the majority of PIs in the Team contribute towards these goals.
- The Team has to have at least one collaboration project with another KITE team.
- The Team has to have at least one clinician on the team and has to have demonstrated the effort to bridge the gap between research and the clinical enterprise at Toronto Rehab; evidenced by having at least one project that involves substantial participation of stakeholders, e.g., clinicians, decision makers, caregivers, patients, in the project.