



BRIGHAM AND  
WOMEN'S HOSPITAL

C E N T E R F O R

Faculty Development & Diversity

Sharing strategies. Supporting careers.



# Demystifying Promotions: Assistant to Associate Professor Clinical Expertise & Innovation and Teaching & Educational Leadership

**Thursday, October 17, 12:00—1:30 PM**

**Carol Bates, MD**

Assistant Dean for Faculty Affairs, HMS

**Graham McMahon, MD, MMSc**

Associate Professor of Medicine

**Louise Ivers, MD**

Associate Professor Medicine



# Academic Advancement Resources

- HMS OFA Website for Faculty Promotions

  - General Info: [facultypromotions.hms.harvard.edu](http://facultypromotions.hms.harvard.edu)

  - CV Resources: [cv.hms.harvard.edu/](http://cv.hms.harvard.edu/)

- BWH Departmental mentors, chiefs, members of the P&R Committees

- Center for Faculty Development & Diversity

<http://www.brighamandwomens.org/cfdd>



# CFDD Contact Information



## Center for Faculty Development & Diversity

[BWHCFDD@partners.org](mailto:BWHCFDD@partners.org)

617-525-7646



## Office for Research Careers

[BWHORC@partners.org](mailto:BWHORC@partners.org)

617-525-9323



## Office of Multicultural Faculty Careers

[BWHOMC@partners.org](mailto:BWHOMC@partners.org)

617-525-9324



## Office for Women's Careers

[OWC@partners.org](mailto:OWC@partners.org)

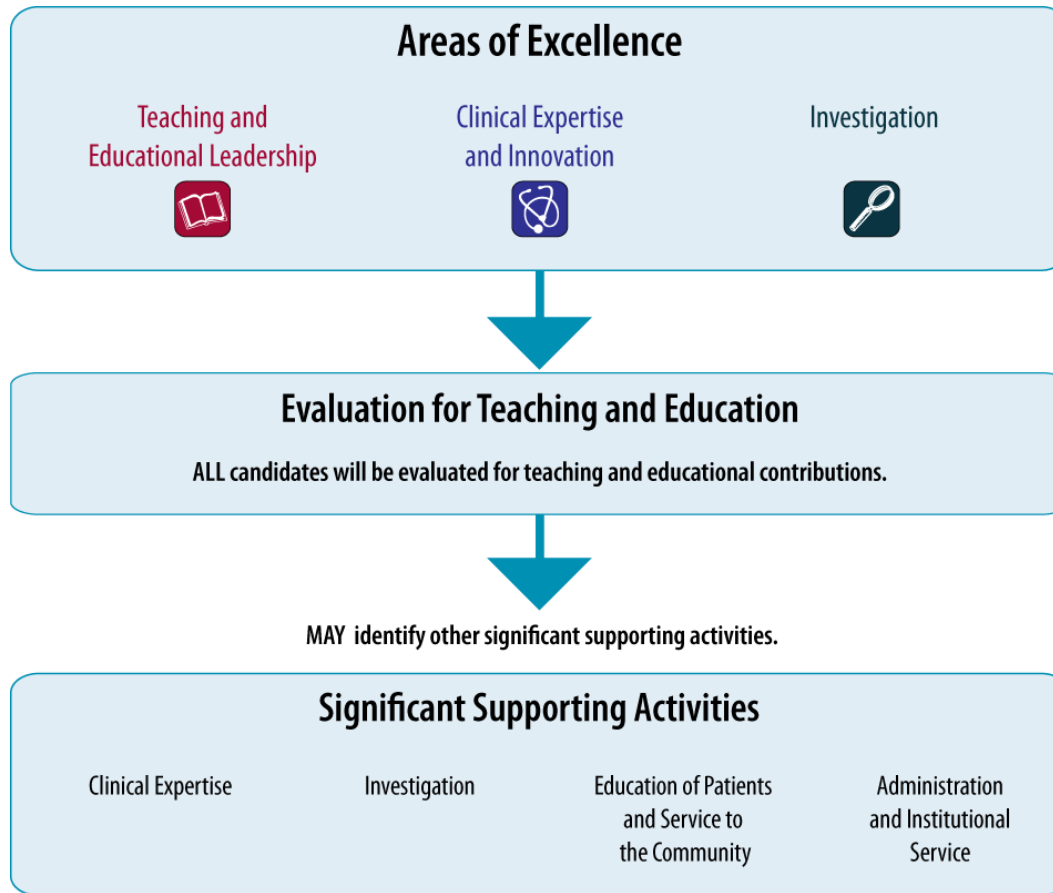
617-723-8595

# Assistant to Associate Professor: Clinical Expertise & Innovation and Teaching & Educational Leadership

Carol Bates, MD  
Assistant Dean for Faculty Affairs  
Harvard Medical School  
October 2013

# Creating a Promotion Profile

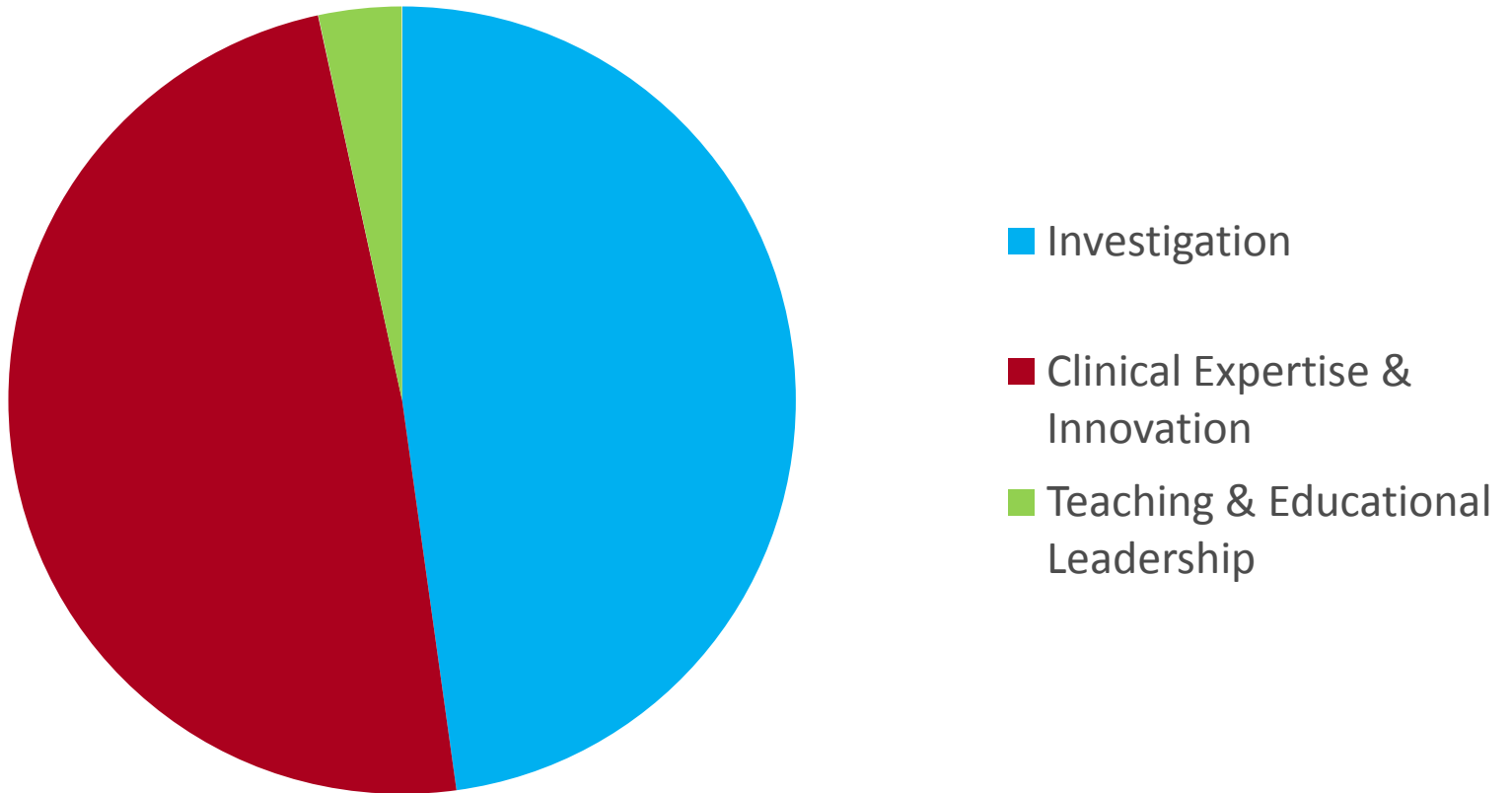
Select ONE area of excellence representing the major area of contribution, achievement, and impact.



# Distribution of Promotions and Appointments by Criteria AY 12-13

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## Areas of Excellence



# Questions to Consider in Selecting an Area of Excellence

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- How do I spend my time currently?
- What is the basis of my reputation?
- What is the focus of my scholarship?
- When I am invited to speak, what is the topic that I am asked to address?
- How does Department leadership see my role?
- How do I see my role?
- What is the part of my work that makes me tick?

# Clinical Expertise & Innovation

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- Clinical Activities crucial
  - Innovative approaches to diagnosis, treatment, prevention
  - Demonstrated expertise
  - CV section on Clinical Innovations
- Funding less important
- Scholarship
  - Peer-reviewed and non-peer reviewed
  - Research investigations
  - Clinical guidelines, reviews, chapters



# Teaching and Education Leadership

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- Local educational roles and recognition
  - Course/residency/fellowship leadership
- Scholarship can include syllabi, course curricula and electronic educational materials
  - Consider submitting to MedEdPortal for peer review
  - Scholarship in medical education/pedagogy at Associate Professor level
- Teaching awards and honors common not required
- May have funding to develop courses/programs.

# Assistant Professor Metrics

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- Emerging local leadership
- Local/regional reputation
  - Local committees
  - Local invited presentations
- First author scholarship

# Associate Professor Metrics

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- National reputation
  - Professional society roles
  - Invited presentations
  - Editorial boards
  - Referee letters
- Scholarship transitioning to senior author

# Key CV Components

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- Inclusive report of teaching – updated regularly
- Clinical Activities – Clinical Innovations

## Clinical Innovations

- List innovations in clinical care which may include novel approaches to diagnosis, treatment or prevention of disease and development and application of technology to clinical care and development of models of care delivery.

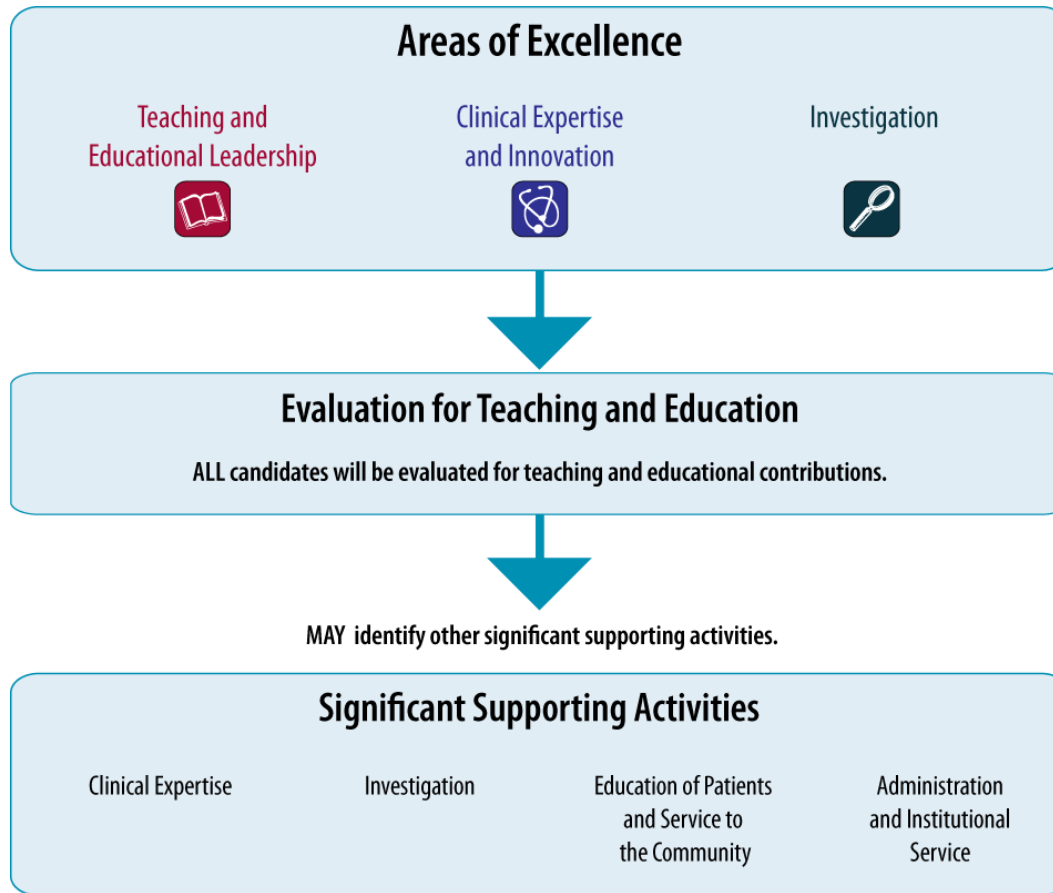
Name/location of clinical innovation (dates if applicable)	Describe the influence or potential influence of the innovation on clinical care or practice management, including how the innovation is used or has been implemented locally (at HMS), regionally, nationally or internationally; if developed as a member of a committee, describe your contribution (1-2 sentences)
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### Example:

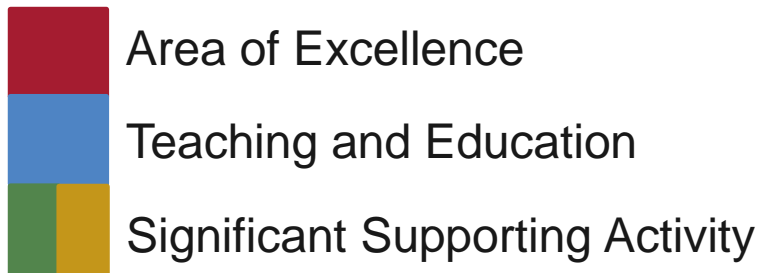
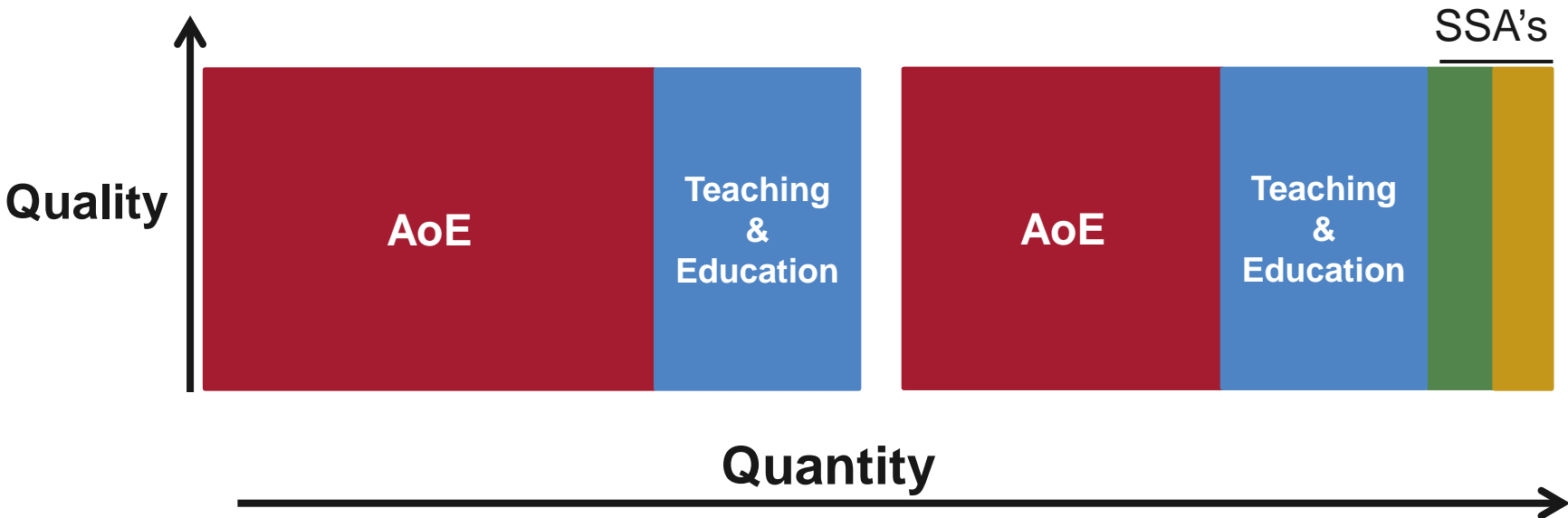
Electronic medical record (EMR) QA improvement system at Martha Elliot Health Center (2004):	This EMR modification has improved practice in 3 clinical areas (documenting patient allergies; confirming follow up on abnormal pap smears; scheduling childhood immunizations). These outcomes have been reported at the American Family Practice Society meeting and I have been invited to discuss this system with Harvard Pilgrim Health Care.
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# Creating a Promotion Profile

Select ONE area of excellence representing the major area of contribution, achievement, and impact.



# Role of Significant Supporting Activities



# Appointments at HMS

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## Appointment Title

## Length of Appointment

## Recommended to the Dean by

Instructor

One year

Department Head

Assistant Professor

Three-year term

Promotions,  
Reappointments and  
Appointments  
Committee (P&R)

Associate Professor

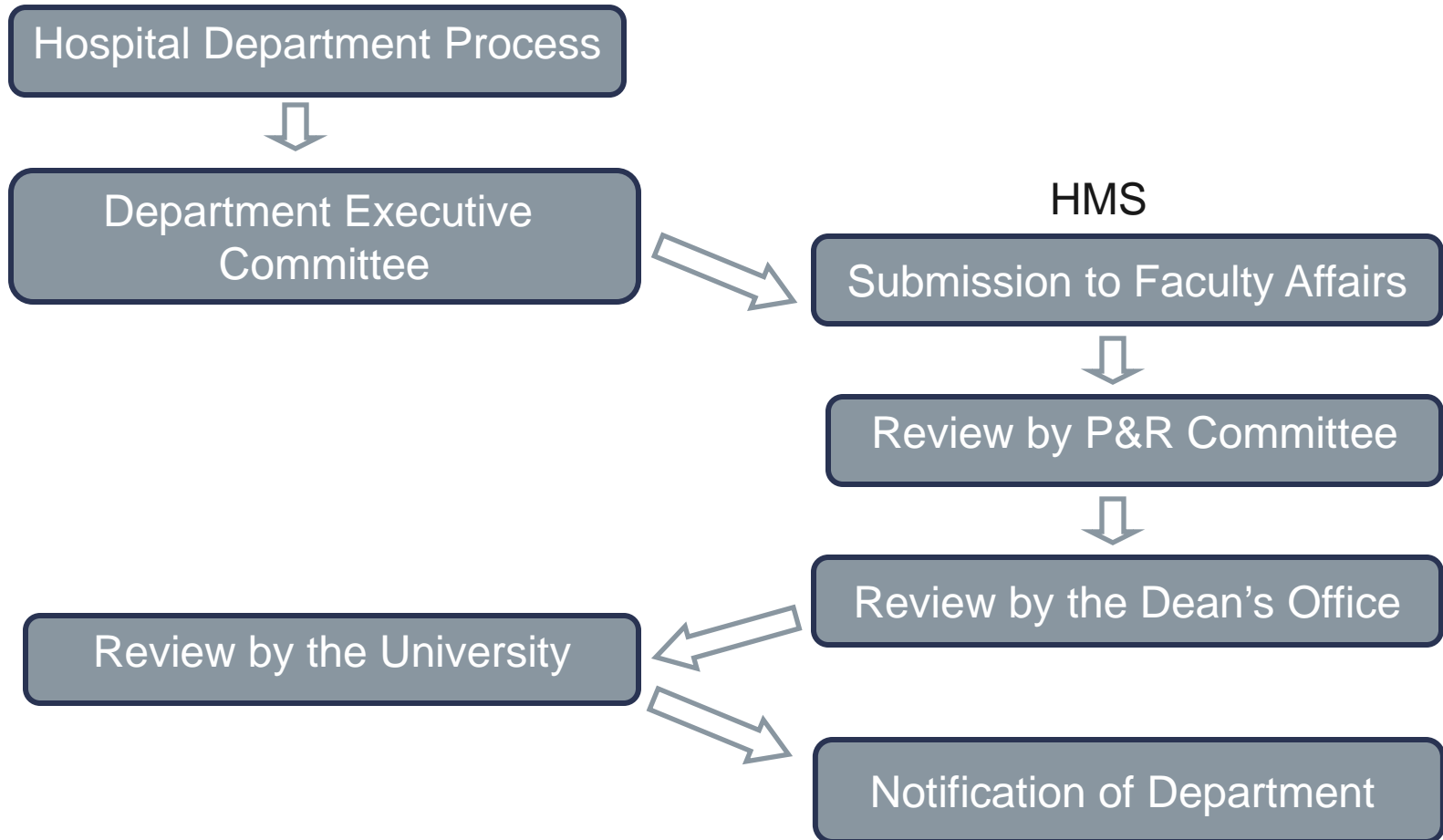
Five-year term

Professor

No term limit

Subcommittee of  
Professors (SOP)

# Assistant and Associate Professor Promotion Process





# What arrives at HMS?

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- Letter from the Department Chair
  - Educational background and training
  - Research, teaching, clinical care, administration contributions
- Approval of Department Executive Committee
- CV in the Harvard format
- Best scholarly contributions (e.g., papers)
  - 5 for Associate Professor
- Letters of evaluation/support
  - 6 minimum for Associate
  - At least one external letter must be impartial
  - Obtained by the Division Chief or Department Chair

# Review in the Office for Faculty Affairs

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- HMS sends an email to the faculty member
  - Promotion material has been received
  - Expected timeline for review
- Review of the CV to be sure the format is correct and the essential information is present and clear
  - Department is contacted if changes needed
- Search material present if needed
- Confirm the number/ types of letters are appropriate
  - Including impartial letter from someone who has not been the candidate's mentor, close colleague (co-author) or supervisor

# Promotions Milestones

**Name** ██████████

**Proposed Rank** Assistant Professor

**Department** Radiation Oncology

**Appointing Institution** Brigham and Women's Hospital

**To Serve at** Brigham and Women's Hospital

**Area of Excellence** Clinical Expertise and Innovation

For specific questions, please contact the Office for Faculty Affairs:

PandR@hms.harvard.edu  
617-432-7112

[Logout](#)

Promotion Process Milestones (Click to view details)	Completed Date
Dossier received at HMS	03/20/12
Preliminary review indicates materials incomplete. Additional information requested from candidate's Department	03/26/12
Materials complete. Dossier under review in the Office for Faculty Affairs	
Materials complete and approved for a future HMS promotions committee (P&R ) review	
Anticipated P&R committee meeting	
P&R committee review complete; recommendations of committee under consideration by HMS and the University	
Final outcome communicated to Department	

# P&R Process for Review of Candidates

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- Reviewers from different department & institution
- Associate candidates: Two reviewers
- Comments by the Department Representative
- Committee discussion and vote
- Recommendation advisory to the Dean

# Final Steps

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- Reviewed by the Dean
- Sent to the Provost for review
- Once approved by the Provost, the Department Head is notified
- Department notifies the candidate
- Promotion is dated the first day of the month it was reviewed by the P&R committee

# HMS Resources

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- Websites:
  - <http://www.fa.hms.harvard.edu/>
    - The Office for Faculty Affairs at Harvard Medical School
  - <http://facultypromotions.hms.harvard.edu/>
    - Overview of all 'Area(s) of Excellence'
    - Create "customized" criteria for rank and activities
    - Format your CV using templates and detailed instruction guide
  - Dedicated e-mail and phone line for questions
    - E-mail: [OFA\\_Promotions@hms.harvard.edu](mailto:OFA_Promotions@hms.harvard.edu)
    - Phone: 617-432-7112

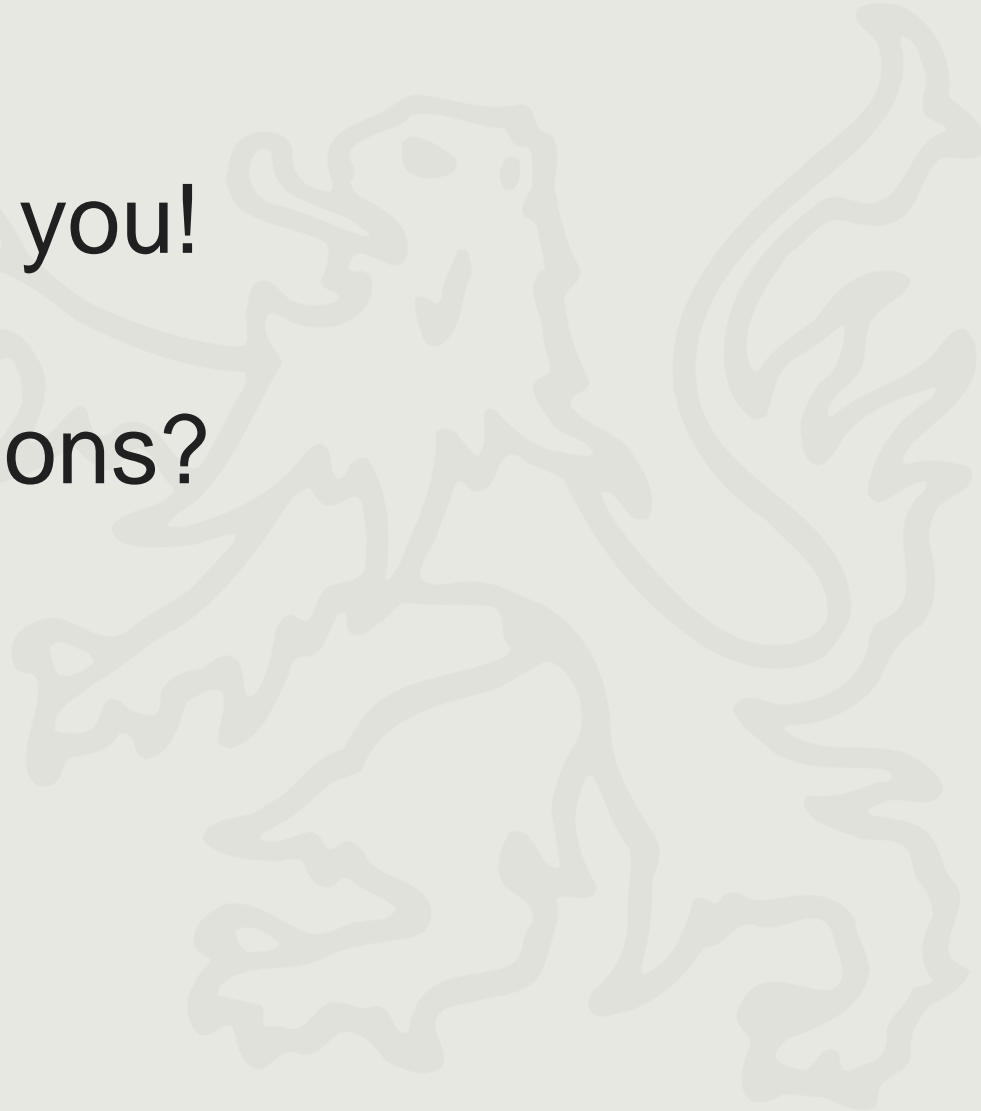
# Office for Faculty Affairs

- Maureen Connelly, MD, MPH, Dean for Faculty Affairs
- Carol Bates, MD, Assistant Dean for Faculty Affairs
- Bethany Westlund, PhD, Assistant Dean for Faculty Affairs
  
- Program Directors:
  - Dagmara Cotti, PhD
  - Kathleen Dave, PhD
  - Zoë Fonseca-Kelly, PhD
  - Jonathan Matsui, PhD



Thank you!

Questions?





# Frequently Asked Questions

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- What if I have been away from Harvard for some time?
- What if I contributed at another academic institution prior to coming to HMS – does that count?
- Can I go forward to Associate Professor?
- What kind of teaching counts for Longer Service promotion?
- What kind of clinical service counts for Longer Service promotion?

# Promotion Basics

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- Tenure clock only in the basic and social sciences
- No required time at rank until promotion
- No quotas for promotions by department
- Initial promotion decision made at the department level
- Criteria for promotion available on OFA website
- Presentations regarding promotion at many of the major affiliates
- Office for Faculty Affairs staff and hospital based Faculty Development offices available to consult



Home

Instructions

CV Templates

Bibliography Citations  
Guidelines

FAQs

Presentations about the CV

Department contacts for  
questions about the CV

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Faculty Affairs Home Page

New Criteria for Promotion and  
Appointment at HMS/HSDM

**Welcome to the Harvard Medical School and Harvard School of Dental Medicine Curriculum Vitae website. This website includes the following materials to assist you in preparing your CV:**

## **CV Preparation Tools**

- [Detailed instructions, including guidelines for preparing bibliography citations](#)
- [Microsoft Word based CV templates](#)
- Mock CV example (coming soon)
- Answers to frequently asked questions about the CV (coming soon)

## **Other CV Resources**

- Presentations about the CV
  - Schedule of dates and times
  - Copy of slides from CV presentations
- List of individuals who have participated in additional training about the CV and may serve as a resource for you (coming soon)
- Link to the [Faculty Affairs home page](#) and the [New Promotion Criteria website](#)

# Features of the CV Template

**Note: The appearance of the template on your screen varies depending on your computer settings. The view that works best during preparation is:**

Hyperlinks to detailed instructions for each section

## [Education](#)

<i>Year</i>	<i>Degree (Honors)</i>	<i>Fields of Study (Thesis advisor for doctoral research degrees)</i>	<i>Institution</i>

Column headings with brief instructions that will disappear when document is printed

## [Postdoctoral Training](#)

<i>Year(s)</i>	<i>Title</i>	<i>Specialty/Discipline (Lab. PI for postdoctoral research)</i>	<i>Institution</i>

Gridlines to show you where table rows and columns are. Gridlines will disappear when printed

## [Faculty Academic Appointments](#)

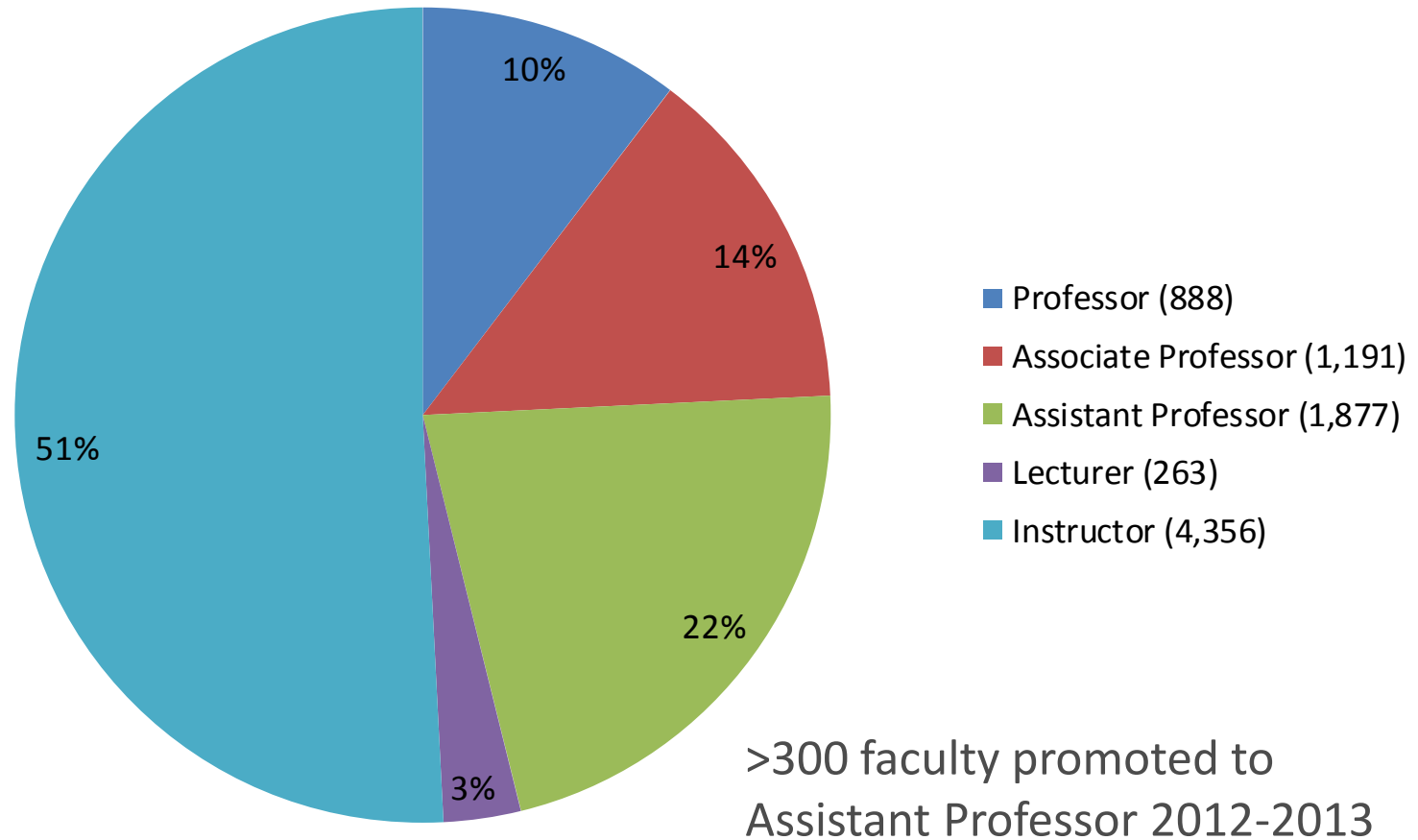
<i>Year(s)</i>	<i>Academic Title</i>	<i>Department</i>	<i>Academic Institution</i>

# Faculty Ranks at HMS

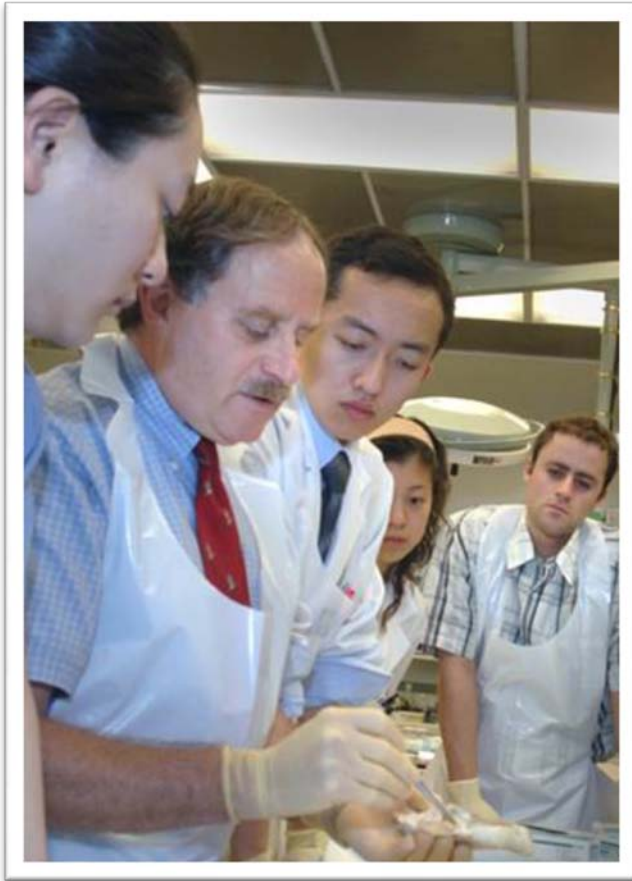
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- Instructor: “Promise”
- Assistant Professor: “Demonstrated Promise”
  - Reputation may be “within the walls” of HMS and the local community only
- Associate Professor: “Promise Realized”
  - Broader reputation outside the local area (usually national)
  - Significant accomplishments since promotion to assistant professor
  - Evidence of independence in role
- Professor: “Extraordinary Accomplishment”

# Full-time HMS Faculty by Rank



# Teaching and Education



- All faculty are evaluated for contributions to teaching at Harvard and its affiliates
- Specifically note teaching of Harvard medical, dental and graduate students
- Degree of contribution considered
- Educational activities are broadly defined
- Expected that all faculty will contribute to teaching