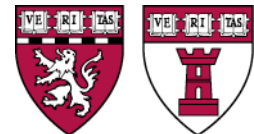


---

*Academic Advancement at HMS:  
Instructor to Assistant Professor  
Longer Service Workshop*

---

Carol Bates, MD  
Assistant Dean for Faculty Affairs  
Harvard Medical School  
November 8, 2012



---

## Why Seek Promotion?

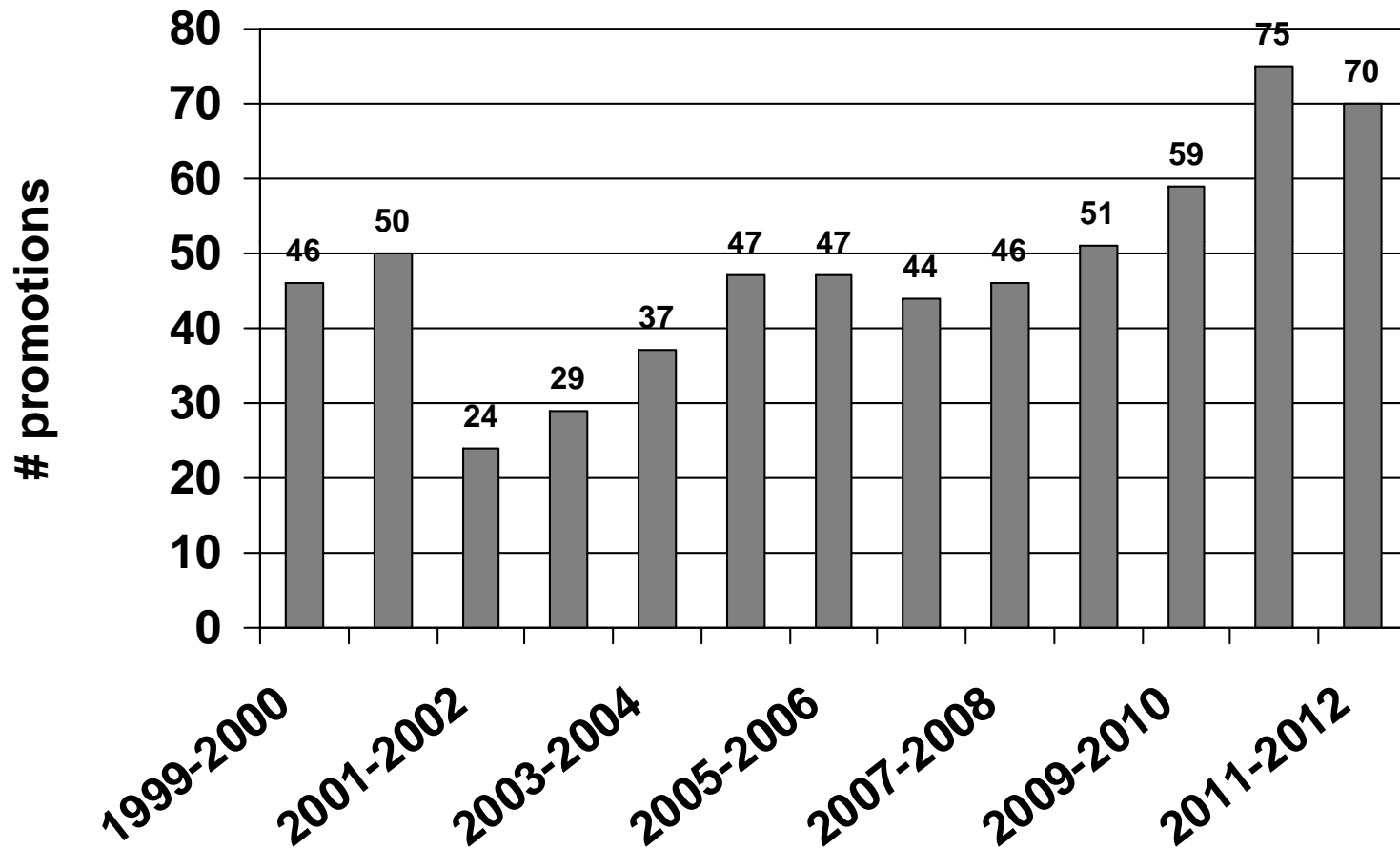
- Increase opportunities locally and outside Harvard
  - Obtain official recognition for accomplishment from the University
  - Join the voting members of the faculty
  - Serve as a role model for students
  - Increase the term of your appointment
  - Possibly increase compensation
-

---

## Longer Service Criteria

- Significant and sustained contributions to the teaching mission of HMS, HSDM, and affiliates
  - Clinicians and teachers for  $\geq 10$  years
  - No requirement for scholarship
  - Contributions in investigation, education of patients and service to community, administration and institutional service are considered
  - Three letters of evaluation (can all be internal)
  - Approval of Department Executive Committee
-

# Longer Service Promotion History



1999-2000

2001-2002

2003-2004

2005-2006

2007-2008

2009-2010

2011-2012

---

# Teaching requirements

- Critical for all promotions
  - “Continuing growth” as teachers
  - Continuous teaching
  - Teaching outside Harvard and affiliates not considered
  - HMS expectation of minimum 50 hrs/year can include: Students, Residents, Fellows, Peers
  - To be clarified in coming year:
    - Guidelines for listing “formally supervised trainees”
    - CV will include section for role in Scholars of Medicine
-

---

# What arrives at the Medical School?

- Letter from the Department Chair
    - Educational background and training
    - Contributions as a teacher, clinician, administrative leader
  - Approval of the Department Executive Committee
  - CV in the Harvard format
  - Letters of evaluation/support
    - Obtained by the Division Chief or Department Chair
-

---

# Review in the Office for Faculty Affairs

- Review of materials to be sure the CV format is correct and the essential information is present and clear
    - Department is contacted if changes needed
  - Confirm the number of letters
  - Common issues on review
    - Inadequate documentation of teaching
    - Inadequate narrative
    - Letters imply initial intent to promote through P&R mentioning area of excellence
    - Scholarship that might meet P&R promotion
-

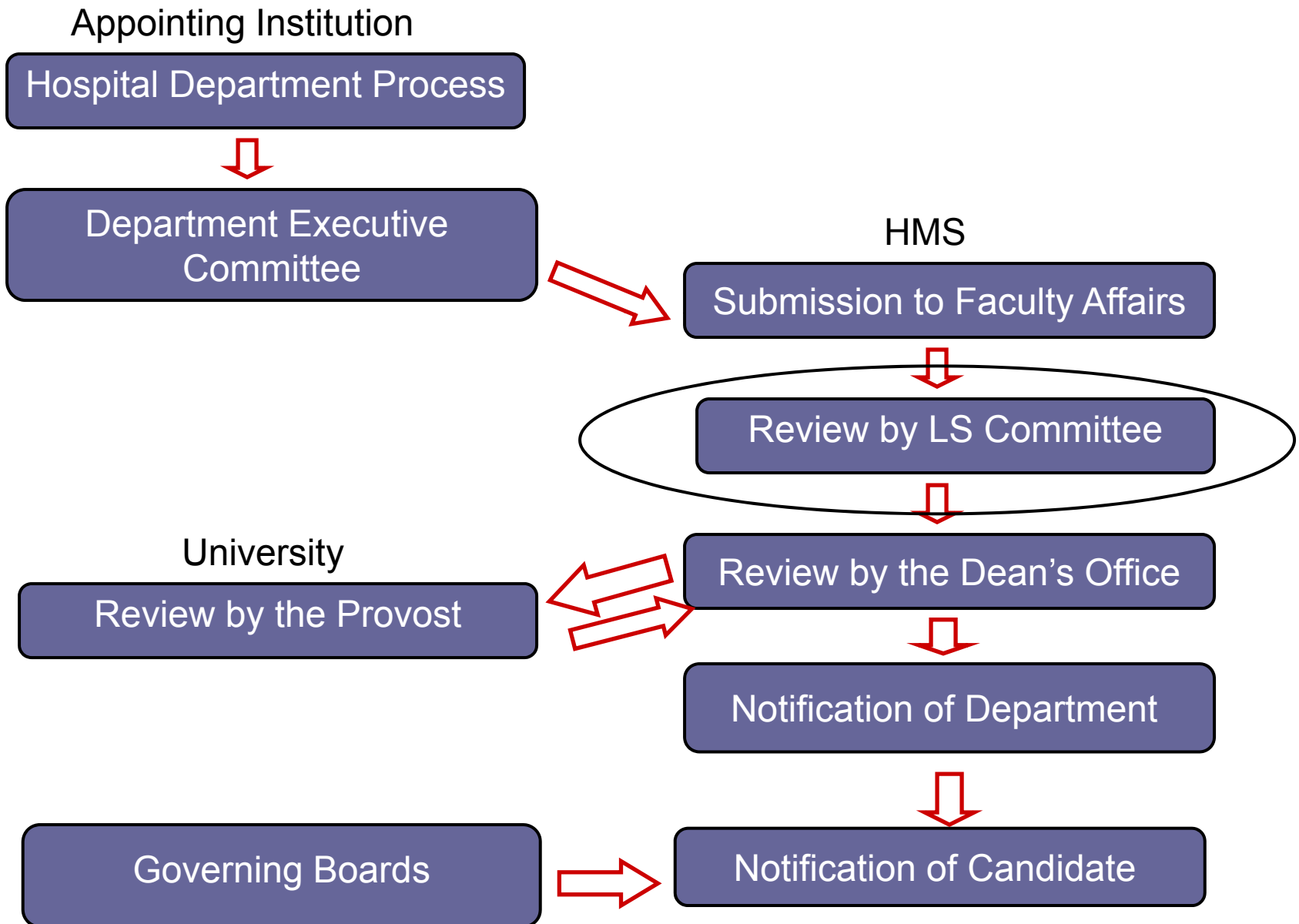
---

## Review Process

- Committee meets 6 times a year
  - Each case is reviewed by a member who is not in the candidate's department or hospital
  - Committee discussion focuses on teaching and other contributions
  - Vote by secret ballot is advisory to the Dean
  - Final review by Provost typically 2 months after meeting
-



# Longer Service Promotion Process



---

## Frequently Asked Questions

- How will a Longer Service promotion affect my title?
  - 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 to Associate Professor

- No analogous Longer Service pathway
  - Occurs in Areas of Excellence
    - Clinical Excellence and Innovation
    - Teaching and Educational Leadership
    - Investigation
-

## CRITERIA FOR APPOINTMENT AND PROMOTION



Harvard Medical School and  
Harvard School of Dental Medicine



Metrics for Promotion

By Rank

By Area of Excellence

Teaching and Education

Supporting Activities

Teaching and Education ▶

Clinical Expertise... ▶

Investigation ▶

HOME

OVERVIEW

STEPS FOR CREATING A PROFILE

AREAS OF EXCELLENCE ->

- [Teaching and Education](#)
- [Significant Supporting Activities](#)
- [Academic Part-time Criteria](#)
- [Longer Service Criteria](#)
- [FAQ](#)

OTHER RESOURCES:

CREATE A CUSTOMIZED  
PROMOTION PROFILE

CV RESOURCES

PRINT A PDF OF THE BOOKLET

VIEW A VIDEO/SLIDE  
PRESENTATION

ADMINISTRATIVE RESOURCES  
FOR DEPARTMENTS- >

CONTACT US

### Longer Service Criteria

The Longer Service Criteria are primarily intended to reward faculty for significant and sustained contributions to the teaching mission of HMS, HSDM, and their affiliated institutions. Eligible faculty are full-time or part-time clinicians who have dedicated at least 10 years as faculty members to education and have demonstrated continuing growth in their roles as teachers. Teaching is broadly defined to include didactic teaching of students, trainees and peers, clinical teaching and mentorship, and administrative teaching leadership roles. Teaching of Harvard medical, dental, and graduate students will be particularly noted. Teaching outside Harvard and its affiliates will not be considered as supporting evidence for the promotion.

There is no requirement for written scholarship. As with all promotions, consideration will be given to the sum total of the individual's achievements. The evaluation will consider significant supporting activities, including contributions in the areas of investigation, clinical expertise, education of patients and service to the community, and administration and institutional service.

Promotion by Longer Service Criteria is only to the rank of Assistant Professor. Promotion by these criteria does not preclude promotion to Associate Professor, but evaluation for subsequent promotions would require scholarship and would be based on the criteria for Associate Professor described elsewhere in this document.

### Longer Service Metrics

Teaching may take the form of:

Examples of Metrics

---

# Your CV and Longer Service Promotion

---

To showcase your accomplishments in crisp,  
organized, easy to read format



Home

Instructions

CV Templates

Bibliography Citations  
Guidelines

FAQs

Presentations about the CV

Department contacts for  
questions about the CV

Contact Us

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)

← Templates

### 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](#)

Harvard Medical School/Harvard School of Dental Medicine  
Format for the Curriculum Vitae

Date Prepared:	
Name:	
Office Address:	
Home Address:	
Work Phone:	
Work Email:	
Work FAX:	
Place of Birth:	

Education

--	--	--	--

Postdoctoral Training

--	--	--	--

Faculty Academic Appointments

--	--	--	--

Appointments at Hospitals/Affiliated Institutions

--	--	--	--

Other Professional Positions

--	--	--	--

Major Administrative Leadership Positions

**Local**

--	--	--	--

**Regional**

--	--	--	--

**National and International**

--	--	--	--

Committee Service

**Local**

--	--	--	--

**Regional**

--	--	--	--

**National and International**

--	--	--	--

Professional Societies

--	--	--	--

Grant Review Activities

--	--	--	--

Editorial Activities

--	--	--	--

**Other Editorial Roles**

--	--	--	--

Honors and Prizes

--	--	--	--

**Report of Funded and Unfunded Projects**

Funding Information

**Past**

--	--	--	--

--	--	--	--

**Current**

--	--	--	--

--	--	--	--

[Current Unfunded Projects](#)

**Report of Local Teaching and Training**

[Teaching of Students in Courses](#)

[Formal Teaching of Residents, Clinical Fellows and Research Fellows \(post-docs\)](#)

[Clinical Supervisory and Training Responsibilities](#)

[Laboratory and Other Research Supervisory and Training Responsibilities](#)

[Formally Supervised Trainees](#)

[Formal Teaching of Peers \(e.g., CME and other continuing education courses\)](#)

[Local Invited Presentations](#)

**Report of Regional, National and International Invited Teaching and Presentations**

[Invited Presentations and Courses](#)

Regional

National

International

**Report of Clinical Activities and Innovations**

[Current Licensure and Certification](#)

[Practice Activities](#)

[Clinical Innovations](#)

**Report of Technological and Other Scientific Innovations**

**Report of Education of Patients and Service to the Community**

[Activities](#)

[Educational Material for Patients and the Lay Community](#)

Books, monographs, articles and presentations in other media

Educational material or curricula developed for non-professional students

Patient educational material

[Recognition](#)



Date Pr

Name:

Office A

Home A

Work P

Work E

Work E

Place of

**Education**

- List all degree programs beginning with college; may also include courses of study at institutions of higher learning of at least one year in duration. Only include actual degrees, not the US equivalents
- Do not include educational experiences of less than one year duration for which you were not granted a degree
- For each degree program indicate:

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

Example

1998	MD, PhD summa cum laude	Medicine and Microbiology (name of PhD advisor here)	Johns Hopkins University
------	----------------------------	---	--------------------------

**Education**

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

--	--	--	--

**Postdoctoral Training**

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

--	--	--	--

# Features of the Preformatted 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

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

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

<a href="#">Education</a>			
<i>Year</i>	<i>Degree (Honors)</i>	<i>Fields of Study (Thesis advisor for doctoral research degrees)</i>	<i>Institution</i>

<a href="#">Postdoctoral Training</a>			
<i>Year(s)</i>	<i>Title</i>	<i>Specialty/Discipline (Lab. PI for postdoctoral research)</i>	<i>Institution</i>

<a href="#">Faculty Academic Appointments</a>			
<i>Year(s)</i>	<i>Academic Title</i>	<i>Department</i>	<i>Academic Institution</i>

---

## Education

1987-1991	BS	Chemistry	Dartmouth College
1991-1995	MD	Medicine	Harvard Medical School

## Postdoctoral Training

1995-1996	Intern	Medicine	Beth Israel Hospital
1996-1999	Resident	Psychiatry	McLean Hospital

## Faculty Academic Appointments

1999-	Instructor	Psychiatry	Harvard Medical School
-------	------------	------------	------------------------

## Appointments at Hospitals/Affiliated Institutions

1999-	Assistant	Psychiatry	McLean Hospital
-------	-----------	------------	-----------------