

## PROMOTION INFORMATION SUMMARY

### UNDERSTANDING THE PROCESS

- The criteria for promotion: <https://fa.hms.harvard.edu/FoMhandbook>
- The Center for Faculty Development is available for consultation re: promotion criteria, the promotion process, your readiness for promotion, and letters of recommendation (from inside and outside of HMS).
- A series of committees need to review each application in sequence:
  - Departmental Promotions Committee
  - Appointments and Promotions (A&P)
  - Promotions and Reappointment (P&R)
  - HMS Committee (proceedings are confidential)

### ESTABLISHING SUCCESSFUL STRATEGIES

- Think about how you want to be identified (e.g., investigator or clinician-teacher)
- If you want to be promoted be mindful of the steps required to progress:
  - Learn the criteria: <https://fa.hms.harvard.edu/FoMhandbook>
  - Get involved and excel

### CHOOSING YOUR AREAS OF EXCELLENCE

- Select your area of excellence:
  - Investigator
  - Teaching and Educational Leadership
  - Clinical Expertise and Innovation
- Identify your significant supporting areas:
  - Investigation
  - Education of patients and service to the community
  - Clinical Expertise
  - Administration and institutional service
- Remember, Everyone Teaches
- All candidates for promotion will be evaluated for teaching and educational contributions

	Clinical Expertise and Innovation	Investigator	Teaching and Educational Leadership
Assistant Professor	<p><b>Teaching</b></p> <ul style="list-style-type: none"> <li>• Evidence of active involvement as a teacher (of students, residents, fellows, and/or colleagues)</li> <li>• Development of curricula, syllabi, teaching materials (adopted by the hospital/medical school)</li> <li>• Recognition of excellence in teaching (i.e., teaching awards, repeated invitations to teach in courses and/or excellent evaluations)</li> <li>• Leadership role in teaching (i.e., residency or fellowship director, significant role in an HMS clerkship or course)</li> </ul> <p><b>Reputation/Leadership</b></p> <ul style="list-style-type: none"> <li>• Invitation to teach/lecture on a clinical area in courses run by local/regional societies outside your department</li> <li>• Invited participation in local/regional professional organization</li> <li>• Development and implementation of innovative applications of technology or programs that impact clinical service</li> <li>• Development of practice guidelines that are adopted by the institution</li> </ul> <p><b>Scholarship</b></p> <ul style="list-style-type: none"> <li>• Participation in clinical research</li> <li>• Publication of original articles, reviews and chapters or clinical manuals that synthesize and convey clinical knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Identifiable research focus               <ul style="list-style-type: none"> <li>◦ "Trajectory towards independence"</li> </ul> </li> <li>• Publication of first author papers that contribute new knowledge               <ul style="list-style-type: none"> <li>◦ Not case reports or reviews</li> </ul> </li> <li>• Invitations to speak about your research locally</li> <li>• Usually has obtained funding               <ul style="list-style-type: none"> <li>◦ Funding may be foundation, industry, institutional, or federal (e.g., K award)</li> </ul> </li> <li>• Evidence of teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Teaching</li> <li>• Reputation / Leadership (Local and Regional)</li> <li>• Scholarship (e.g. writing about teaching)</li> </ul>
Associate Professor	<p><b>Teaching</b></p> <ul style="list-style-type: none"> <li>• Evidence of active involvement, excellence, and innovation as a teacher</li> <li>• Strong regional/national recognition as a teacher (i.e., invitations to speak regionally/nationally and/or service on regional/national committees)</li> <li>• Development of curricula, syllabi, teaching materials</li> <li>• Recognition of excellence in teaching (i.e., teaching awards, repeated invitations to teach in courses and/or excellent evaluations)</li> <li>• Leadership role in teaching (e.g., Director of an HMS clerkship or course)</li> </ul> <p><b>Reputation/Leadership</b></p> <ul style="list-style-type: none"> <li>• National authority in a clinical field</li> <li>• Invitation to teach in courses and other institutions nationally</li> <li>• Leadership role in regional/national courses and/or organizations</li> <li>• Introduction of innovative approaches or protocols that impact care beyond MGH</li> <li>• Member of national committee that sets standards for patient care or evaluate policy</li> <li>• Leadership role in the department of hospital (e.g., Division chief)</li> </ul> <p><b>Scholarship</b></p> <ul style="list-style-type: none"> <li>• Participation in clinical research</li> <li>• Publication of original articles that influence practice</li> <li>• Editor of a textbook or journal</li> <li>• Publication of authoritative reviews and chapters that influence practice</li> <li>• Publications that impact educational methods or policies</li> </ul>	<ul style="list-style-type: none"> <li>• "Promise realized"               <ul style="list-style-type: none"> <li>- Independence from mentors; productive since last appointment</li> </ul> </li> <li>• First and senior author publications of original investigations in high impact journals</li> <li>• Invitations to speak nationally</li> <li>• Ongoing research funding               <ul style="list-style-type: none"> <li>- Funding usually federal as principal investigator</li> </ul> </li> <li>• National reputation (e.g., editorial boards, grant review committees, NIH consensus conferences, research awards)</li> <li>• Evidence of teaching               <ul style="list-style-type: none"> <li>- Mentorship of trainees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Teaching</li> <li>• Reputation / Leadership (National)</li> <li>• Scholarship (e.g. writing about teaching)</li> </ul>



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### *Guidelines on Academic Part-Time Criteria*

Individuals who hold part-time appointments will be expected to have met criteria for appointment comparable to those for full-time faculty and will have the same titles as their full-time counterparts, modified with the words "Part-time" (e.g., Assistant Professor, Part-time), reflecting the part-time nature of their relationship to the Faculty.\*

*\*Source Bethany M. Westlund, PhD, Assistant Dean for Faculty Affairs, HMS*

### ***Assistant Professor: Longer Service***

- ≥ Ten years of meritorious service
- Evidence of continued substantial contributions
- Growth as a teacher and clinician at the instructor level
- NB: No publications are required

***Prepare Your CV (HMS format) with a narrative:*** <https://fa.hms.harvard.edu/faculty-medicine-cv-guidelines>

### ***Resources for Faculty***

- Individual consultation with:
  - Office for Clinical Careers: Ted Stern, MD, Director
  - Office for Research Career Dev: Dennis Brown, PhD, Director
  - Office for Women's Careers: Nancy Rigotti, MD, Director

Call (617) 724-0818 or email [cfid@partners.org](mailto:cfid@partners.org) to schedule an appointment

- Center for Faculty Development (CFD): <http://facultydevelopment.massgeneral.org/>
- HMS Office for Faculty Affairs General Questions: Phone: (617) 432-1540 or E-mail: [OFA\\_Promotions@hms.harvard.edu](mailto:OFA_Promotions@hms.harvard.edu).