

Moving up the academic ladder: **Understanding the process, learning the criteria,** **and establishing successful strategies**

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Distribution of HMS Faculty

- 10,900 Faculty members
 - Full-time: 7,224
 - Part-time: 2,866
- Rank by percentage
 - Instructor: 52%
 - Assistant Professor: 22%
 - Associate Professor: 15%
 - Professor: 11%

Understanding the Process

- The criteria for promotion are published
- The Departmental Promotions Committee is available for consultation
 - E.g., on letters of recommendation from inside and outside of HMS, and from peers, collaborators, supervisors, and an impartial person (not needed for longer service promotions)
- A series of committees need to review each application in sequence
 - Appointments and Promotions (A&P)
 - Harvard Psychiatry Executive Committee
 - Promotions and Reappointment (P&R)
 - Harvard Medical School Committee
 - Proceedings are confidential

Appointments at HMS

- Instructor
 - 1 year term; recommended by Department Head
- Assistant Professor
 - 3-year term; recommended by P&R Committee
- Associate Professor
 - 5-year term; recommended by P&R Committee
- Professor
 - Permanent; recommended by Subcommittee of Professors (SOP)

Identifying your Track

- Old Criteria
 - Investigator
 - Clinician-Teacher
 - Full-time
 - Part-time
 - Longer service
- New Criteria

Assistant Professor: Investigator

- Identifiable research focus
 - “Demonstrated promise”
 - “Trajectory towards independence”
- Publication of first author papers that contribute new knowledge
 - Not case reports or reviews
- Invitations to speak about his/her research locally
- Usually has obtained funding
 - Funding may be foundation, industry, institutional, or federal (e.g., K award)
- Evidence of teaching

Assistant Professor: Clinician-Teacher

- Scholarship
- Teaching
- Reputation/Leadership

Assistant Professor: Clinician-Teacher

- Scholarship
 - Participation in clinical research
 - Publication of original articles
 - Publication of reviews and chapters or clinical manuals
 - that synthesize and convey clinical knowledge

Assistant Professor: Clinician-Teacher

- Teaching
 - Evidence of active involvement as a teacher
 - Of students, residents, fellows, and/or colleagues
 - Development of curricula, syllabi, teaching materials
 - Adopted by the hospital/medical school
 - Recognition of excellence in teaching
 - Teaching awards
 - Repeated invitations to teach in courses
 - Excellent evaluations
 - Leadership role in teaching
 - Residency of fellowship director
 - Significant role in an HMS clerkship or course

Assistant Professor: Clinician-Teacher

- Reputation/Leadership
 - Invitation to teach/lecture on a clinical area in courses run by local/regional societies outside your department
 - Invited participation in local/regional professional organization
 - Development and implementation of innovative applications of technology or programs that impact clinical service
 - Development of practice guidelines that are adopted by the institution

Associate Professor: Investigator

- “Promise realized”
 - Independence from mentors; productive since last appointment
- First and senior author publications
 - Of original investigations in high impact journals
- Invitations to speak nationally
- Ongoing research funding
 - Funding usually federal as principal investigator
- National reputation
 - E.g., editorial boards, grant review committees, NIH consensus conferences, research awards
- Evidence of teaching
 - Mentorship of trainees

Associate Professor: Clinician-Teacher

- Scholarship
- Teaching
- Reputation/Leadership

Associate Professor: Clinician-Teacher

- Scholarship
 - Participation in clinical research
 - Publication of original articles that influence practice
 - Editor of a textbook or journal
 - Publication of authoritative reviews and chapters that influence practice
 - Publications that impact educational methods or policies

Associate Professor: Clinician-Teacher

- Teaching
 - Evidence of active involvement, excellence, and innovation as a teacher
 - Strong regional/national recognition as a teacher
 - Invitations to speak regionally/nationally
 - Service on regional/national committees
 - Development of curricula, syllabi, teaching materials
 - Recognition of excellence in teaching
 - Teaching awards
 - Repeated invitations to teach in courses
 - Excellent evaluations
 - Leadership role in teaching
 - Director of an HMS clerkship or course

Associate Professor: Clinician-Teacher

- Reputation/Leadership
 - National authority in a clinical field
 - Invitation to teach in courses and other institutions nationally
 - Leadership role in regional/national courses and/or organizations
 - Introduction of innovative approaches or protocols that impact care beyond MGH
 - Member of national committee that sets standards for patient care or evaluate policy
 - Leadership role in the department of hospital
 - E.g., Division chief

Part-Time Appointments

- Assistant Clinical Professor
- Associate Clinical Professor

Assistant Clinical Professor

- Successful performance as clinical instructor for \geq 2 years, with major commitment to clinical service, teaching, and academic service
- Evidence of high level of clinical competence
- Recognition by peers and patients as an outstanding clinician
- Contribution to authorship of published works
- Dissemination of clinical knowledge through syllabi and professional communications

Associate Clinical Professor

- Service as assistant professor with record of excellence in clinical service, teaching, and academic service
- Recognition by peers and patients as being among the best as a clinical teacher at the local and regional level
- Development of a regional reputation for excellence in clinical practice
- Leadership role in health care setting or hospital and in regional professional organization
- Continuing dissemination of clinical expertise in written works

Assistant Professor: Longer Service

- Ten years of meritorious service
- Evidence of continued substantial contributions
- Growth as a teacher and clinician at the instructor level

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
 - www.hms.harvard.edu/fa
 - Get involved and excel

Prepare for Success

- Keep your CV and portfolio up-to-date
 - Use ecommons
 - <http://ecommons.med.harvard.edu/>
 - Access to FIRST (electronic CV)
 - Write narrative (500 words) without embellishment
 - Include “in press” not “submitted” articles
- Obtain consultation from others
 - Consult with the Department’s Promotion Committee
 - Consult with the Office for Faculty Affairs: 617-432-1106
 - Put yourself in the right position
 - To publish, to participate, and to lead
 - But... be prepared for a lengthy process