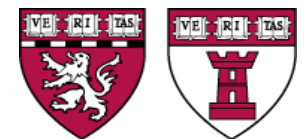

Excellence in Investigation as a Path to Promotion at Harvard Medical School

MGH June 22, 2010

Mary C. Walsh, PhD
Assistant Dean for Faculty Affairs
Harvard Medical School



Choosing an Area of Excellence



AREA OF EXCELLENCE

TEACHING AND EDUCATION

SUPPORTING ACTIVITIES

- *Area of excellence* should:
 - Represent the major area of achievement and impact
 - Quantity as well as quality should be considered
 - Be the foundation for the candidate's reputation and recognition
 - Represent current activities
 - Be well represented in one's scholarly works
 - Be understood by the Department and the candidate as the primary domain of activity

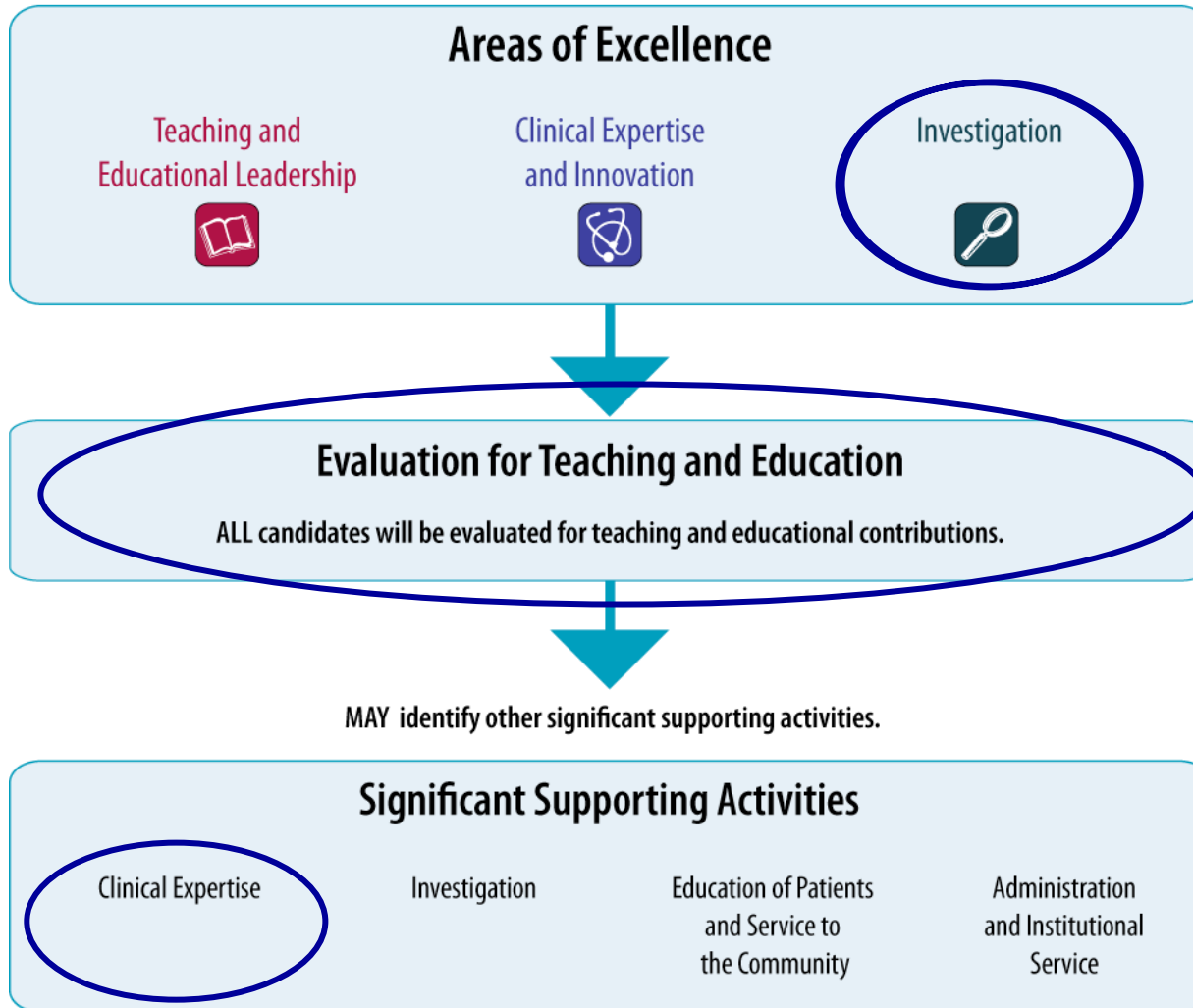


Harvard Medical School

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Creating a Promotion Profile

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



Harvard Medical School

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Questions to Consider in Selecting Criteria for Promotion

- 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 do I see my role?
- What is the part of my work that makes me tick?
- How does Department leadership see my role?





Metrics for Promotion

By Rank

By Area of Excellence ▼

Teaching and Education

Supporting Activities ▼

<http://facultypromotions.hms.harvard.edu/>

New Criteria for Promotion and Appointment at HMS/HSDM

In 2008, Harvard Medical School and Harvard School of Dental Medicine adopted new criteria for faculty promotion and appointment. These new criteria recognize the broad range of faculty activities that support the academic mission. By allowing the sum total of an each faculty member's contributions and achievements to be considered in the evaluation for promotion, these new criteria provide many different paths to academic advancement for our extraordinary faculty.

This website is designed to help you learn about the new criteria. At this website you can:

- ♦ Understand [how the criteria for promotion have changed](#)
- ♦ Learn about using the new criteria to [create a promotion profile](#)
- ♦ Understand [how to choose an area of excellence](#)
- ♦ [Create customized promotion criteria](#) based on your personal profile
- ♦ Find answers to [frequently asked questions](#) about the new promotion criteria
- ♦ Download a [PDF of the booklet](#) about the new criteria
- ♦ View a [video/slide presentation](#) about the new criteria

For questions about the promotion criteria, contact the Office for Faculty Affairs at 617-432-7112 or by e-mail at ofa_promotions@hms.harvard.edu

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



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

Support

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

Customized Promotion Profile

Create a customized promotion profile based on your rank and activities

Select desired Rank: (required)

Assistant Professor

Select Area of Excellence: (required)

Investigation

All candidates will be evaluated for teaching and educational contributions

Specify Significant Supporting Activities (optional)

- Clinical Expertise
- Investigation
- Education of Patients and Service to the Community
- Administration and Institutional Service

SUBMIT



Harvard Medical School

Office for Faculty Affairs



Metrics for Promotion

By Rank

By Area of Excellence

Teaching and Education

Supporting Act

[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](#)



Print this page

Assistant Professor, Investigation

This area of excellence is appropriate for individuals who spend the majority of their time performing research. Investigation is broadly defined to include basic, translational and clinical research, including epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics and health economics, among others. Investigation also includes the development of innovative methods/technologies and/or novel applications of existing methods and technologies. This area of excellence may also be used to recognize the contributions of individuals with research training in diverse fields who bring a unique or critical expertise to the biomedical research team. It includes individuals participating in large collaborative and multicenter research, as well as those conducting research individually or in small groups. The candidate must demonstrate scholarship, which may include first or senior author publications of original research, and/or publications from large multidisciplinary studies on which the candidate was in another authorship position and to which the candidate made documented, significant intellectual contributions.

Investigation Metrics

Summary

Evidence of a strong local reputation for contributions to research with an identified focus or area of expertise; must demonstrate scholarship which may include first author on publications of original research and/or publications from collaborative research to which the candidate has made substantive intellectual contributions; may have funding to conduct research; most will have evidence of teaching and supervision of trainees.

Investigation	Examples of Metrics
	Defined role in investigative activities which may include any or all of the following:

Significant Supporting Activities

Summary

Many faculty make substantial contributions outside their area of excellence. These activities are often of outstanding quality and importance but are in domains in which the quantity of the candidate's contribution is less than in the area of excellence. These significant supporting activities will supplement accomplishments in the area of excellence, allowing the sum total of an individual's achievements to be considered in the evaluation for promotion.

Education of Patients and Service to the Community Metrics*

Activity	Examples of Metrics
	<p>Development of material related to health conditions for use by patients</p> <p>Development of programs and material that improve health literacy and educate the public about biomedical sciences</p> <p>Writing for magazines, newspapers, health letters or websites on issues related to health</p> <p>Publication of books for the public that address important health issues</p> <p>Speaking to lay populations to educate them about important health issues</p> <p>Presenting information related to health through the media, including radio, television or podcasts</p>



Areas of Excellence



AREA OF EXCELLENCE

TEACHING AND EDUCATION

SUPPORTING ACTIVITIES



Investigation

Basic, translational, and clinical research, including epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics and health economics, among others

Appropriate *area of excellence* for individuals who:

- Conduct research individually or in small groups
- Participate in large collaborative and multicenter research projects
- Bring unique or critical expertise to the biomedical research team



Areas of Excellence



AREA OF EXCELLENCE

TEACHING AND EDUCATION

SUPPORTING ACTIVITIES



Investigation

Metrics

- Scholarship
- Leadership in organizations
- Invitations to speak
- Service on committees
- Editorial roles
- Funding
- Awards



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Faculty Ranks at HMS

- **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
- **Professor:** “Extraordinary Accomplishment”



Areas of Excellence



AREA OF EXCELLENCE

TEACHING AND EDUCATION

SUPPORTING ACTIVITIES



Investigation

- Assistant Professor
 - Scholarship in collaboration with mentor, usually first author
 - Usually some funding to conduct research, e.g., Career Development Award
- Associate Professor
 - Scholarship since last promotion increasingly as senior author, not involving mentor unless role of providing unique or critical expertise to the biomedical research team
 - Independent funding unless role of providing unique or critical expertise to the biomedical research team
 - Independent recognition on national level, e.g., roles on study section, editorial boards



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Investigation: Professor

- Sustained national, and in many cases international, reputation as one of the top researchers in the field
- Leader of an exceptional independent research program and/or have a key leadership role in collaborative studies
- Longstanding record of exceptional scholarship which may include:
 - Senior author on high impact publications of original research
 - Leadership role on, and critical contribution to, publications of high impact collaborative research
- Sustained record of extramural funding
 - Federal, investigator-initiated industry and/or foundation grants
- Must have evidence of effective teaching and supervision as demonstrated by stature of trainees



Significant Supporting Activities

AREA OF EXCELLENCE

TEACHING AND EDUCATION

→ SUPPORTING ACTIVITIES

- **Clinical Expertise**
- **Investigation**
- **Education of Patients and Service to the Community**
 - Education of the public about health-related issues/biomedical science
 - Improving the health of populations such as through improved delivery of care, a decrease in health disparities or disaster/crisis relief
- **Administration and Institutional Service**
 - Administrative leadership positions such as director of a division, program or clinic in an affiliated institution
 - Service on committees at affiliated institutions or at HMS/HSDM
 - Administrative management of core laboratories or facilities
 - Leadership roles in the development of programs that advance diversity



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Office for Faculty Affairs

Resources

- Website: <http://facultypromotions.hms.harvard.edu/>
 - 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
 - Phone: 617-432-7112



Thank You!

- Center for Faculty Development
 - Office for Clinical Careers
 - Office for Women's Careers
 - Office for Research Career Development





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- ♦ Download a [PDF of the booklet](#) about the new criteria
- ♦ View a [video/slide presentation](#) about the new criteria

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

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Home

Instructions

CV Templates

Bibliography Citations
Guidelines

FAQs

Presentations about the CV

Department contacts for
questions about the CV

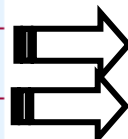
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Faculty Affairs Home Page

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](#)



Date Pr

Name:

Office A

Home A

Work P

Work E

Work F

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>
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Example

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

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

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

Office for Faculty Affairs

**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:

Can use tables - BUT
NOT REQUIRED

Education

1980-1984 BS
1985-1989 PhD

Biochemistry
Cell Biology

DePaul University
Duke University

Postdoctoral Training



