



PROMOTION INFORMATION SUMMARY

UNDERSTANDING THE PROCESS

- The criteria for promotion: <http://facultypromotions.hms.harvard.edu/>
- 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: <http://facultypromotions.hms.harvard.edu/>
 - 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>Teaching</p> <ul style="list-style-type: none"> • 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 (i.e., teaching awards, repeated invitations to teach in courses and/or excellent evaluations) • Leadership role in teaching (i.e., residency or fellowship director, significant role in an HMS clerkship or course) <p>Reputation/Leadership</p> <ul style="list-style-type: none"> • 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 <p>Scholarship</p> <ul style="list-style-type: none"> • Participation in clinical research • Publication of original articles, reviews and chapters or clinical manuals that synthesize and convey clinical knowledge 	<ul style="list-style-type: none"> • Identifiable research focus <ul style="list-style-type: none"> ○ "Trajectory towards independence" • Publication of first author papers that contribute new knowledge <ul style="list-style-type: none"> ○ Not case reports or reviews • Invitations to speak about your research locally • Usually has obtained funding <ul style="list-style-type: none"> ○ Funding may be foundation, industry, institutional, or federal (e.g., K award) • Evidence of teaching 	<ul style="list-style-type: none"> • Teaching • Reputation / Leadership (Local and Regional) • Scholarship (e.g. writing about teaching)
Associate Professor	<p>Teaching</p> <ul style="list-style-type: none"> • Evidence of active involvement, excellence, and innovation as a teacher • Strong regional/national recognition as a teacher (i.e., invitations to speak regionally/nationally and/or service on regional/national committees) • Development of curricula, syllabi, teaching materials • Recognition of excellence in teaching (i.e., teaching awards, repeated invitations to teach in courses and/or excellent evaluations) • Leadership role in teaching (e.g., Director of an HMS clerkship or course) <p>Reputation/Leadership</p> <ul style="list-style-type: none"> • 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) <p>Scholarship</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • "Promise realized" <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - Funding usually federal as principal investigator • National reputation (e.g., editorial boards, grant review committees, NIH consensus conferences, research awards) • Evidence of teaching <ul style="list-style-type: none"> - Mentorship of trainees 	<ul style="list-style-type: none"> • Teaching • Reputation / Leadership (National) • Scholarship (e.g. writing about teaching)



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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

- \geq 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: <http://cv.hms.harvard.edu/>

Resources for Faculty

- Individual consultation with:
 - **Office for Clinical Careers:** Ted Stern, MD, Director
Isaac Schiff, MD, Consultant
 - **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 to schedule an appointment

- **Center for Faculty Development (CFD):** <http://www2.massgeneral.org/facultydevelopment/>
- **HMS Office for Faculty Affairs General Questions:** Phone: (617) 432-1540 or E-mail: OFA@hms.harvard.edu.