## UNDERSTANDING THE PROCESS

- The criteria for promotion: [https://fa.hms.harvard.edu/FoMhandbook](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](https://fa.hms.harvard.edu/FoMhandbook)
  - Get involved and excel

## PROMOTION INFORMATION SUMMARY

### Assistant Professor

**Clinical Expertise and Innovation**
- **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 (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)

**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

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

<table>
<thead>
<tr>
<th>Investigator</th>
<th>Teaching and Educational Leadership</th>
</tr>
</thead>
</table>
| - Identifiable research focus
  - “Trajectory towards independence”
  - Publication of first author papers that contribute new knowledge
  - Not case reports or reviews
  - Invitations to speak about your research locally
  - Usually has obtained funding
  - Funding may be foundation, industry, institutional, or federal (e.g., K award)
  - Evidence of teaching |
| - Teaching |
| - Reputation / Leadership (Local and Regional) |
| - Scholarship (e.g. writing about teaching) |

### Associate Professor

**Clinical Expertise and Innovation**
- **Teaching**
  - 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)

**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)

**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

<table>
<thead>
<tr>
<th>Investigator</th>
<th>Teaching and Educational Leadership</th>
</tr>
</thead>
</table>
| - “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 |
| - Teaching |
| - Reputation / Leadership (National) |
| - Scholarship (e.g. writing about teaching) |

SEE REVERSE

Updated: 6/2017
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 cfd@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