

Lewis Katz School of Medicine
Faculty Development Seminar
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Promotion: Information for Assistant Professors on the Clinician Educator Track (CET) - Clinician Scholar (CS) Option

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Conflict of Interest Disclosure

I have no financial
conflicts of interest to
disclose.



CET = Clinician Educator Track

Clinical faculty are involved primarily in seeing patients, and teaching medical students, residents and fellows.

2 options on CET:

- CET - Clinician Educator Option
 - Patient care, teaching, service
 - Title *e.g.* Assistant Professor of Clinical Medicine
- **CET – Clinician Scholar Option**
 - Patient care, teaching, service
 - *Plus* scholarship
 - Title *e.g.* Assistant Professor of Medicine



Promotion to Associate Professor, CET – Clinician Scholar

This level is intended for individuals who:

- have held faculty positions for at least five years
- have demonstrated excellent performance in patient care and education
- have demonstrated at least satisfactory performance in scholarship and service
- are ready to assume leadership roles



Promotion on CET - CS: Requirements

For promotion, there are requirements that are:

- General, minimum requirements (apply across ranks and options) :
 - Must hold the M.D., D.O. or equivalent degree.
 - Be licensed to practice medicine in Pennsylvania.
 - Be board certified.
 - Have sufficient “time in rank”.
- Specific to rank and option.





Promotion on CET: Time in Rank

Time in rank is a minimum, but not sufficient, requirement for promotion:

- Promotion to Associate Professor requires at least 5 years in rank at Assistant Professor, or as Instructor then Assistant Professor, at any academic institution.
 - e.g. 1 year as Instructor at UPenn
 - + 2 years as Assistant Prof at UPenn
 - + 2 years as Assistant Prof at TU
- Once the minimum time requirement is met, the question then becomes “what have you done in that time?”



Criteria for CET-CS Associate Professor

- Recognition as an excellent clinician. Where appropriate, should have developed a strong referral-based practice.
- Recognition as an excellent educator by peers, residents and students, as documented in the faculty member's teaching portfolio.
- Evidence of scholarship in terms of publications and presentations.
- Demonstration of service to profession and/or Temple.
- At least regional recognition as an expert in his/her clinical discipline.



How to *Demonstrate* Excellence in Patient Care

- High quality clinical outcomes – clinical reputation
- If appropriate, an expanding referral base demonstrating regional and/or national recognition
- Peer recognition as an expert in his/her clinical discipline
- Add-ons:
 - CME presentations
 - Grand Rounds presentations
 - Publishing –
 - book chapters
 - case studies etc



How to *Document* Excellence in Patient Care

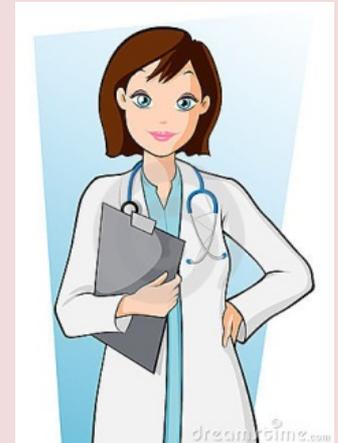
- CV –
 - Chronological listing of all clinical roles and activities
 - Clinically-related publications
 - Clinically-related presentations
- Optional Personal Statement – expands on items in CV to explain roles, responsibilities etc
- Recommendation letter from Department Chair
- Letters from External Evaluators





How to *Demonstrate* Excellence in Teaching

- Meaningful, high-quality involvement in education program for TU students and/or residents
 - Quality more important than quantity
- Course administration – program director, etc
- Curriculum development –
 - new course, new teaching method
- Serving as role model, mentor, advocate
- Add-ons:
 - Teaching awards
 - CME , Grand Rounds presentations
 - Publishing –
 - Textbook chapters, Education journals, MedEd Portal





Teaching Awards

- Some are voted on by medical school class or residents
- Some departments or divisions have a teaching award
- Some are colleague nominated
- Find out what teaching awards you qualify for
- What award do you deserve and who can you ask to nominate you?



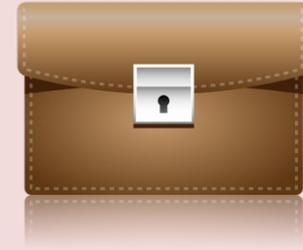
How to *Document* Excellence in Teaching

- CV - Chronological listing of teaching activities
- Teaching Portfolio, including student and peer evaluations
- Optional Personal Statement – expands on chronological listing in CV to explain roles, responsibilities, achievements etc
- Recommendation letter from Department Chair
- Letters from External Evaluators familiar with your talks (seminars, grand rounds etc).



Essentials of a Teaching Portfolio

- Teaching philosophy
- List of teaching activities
- Examples of teaching materials, eg:
 - Course syllabi
 - Handouts
 - PowerPoint presentations
 - Innovative teaching methods or materials
- Teaching evaluations
 - Student evaluations
 - Peer evaluations
- Educational scholarship



Teaching Evaluations

- Online systems at hospital and medical school for medical students and residents
 - Ask them to fill them out evaluations
 - Make sure your dept is collecting them
- Peer evaluations
 - Ask 1 or 2 colleagues to observe your teaching & write a summary
- Evaluations from CME talks or Grand Rounds
 - Ask organizer to collect
- Thank you notes, emails from grateful students, mentees
- Save copies of all evaluations
- Include all evaluations in your Teaching Portfolio



How to *Demonstrate* Educational Scholarship

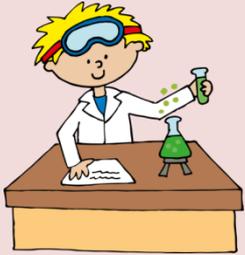


Educational scholarship productivity:

- New teaching methods, new course design etc
- publications in education journals, preferably peer-reviewed
- publications in MedEd Portal
- textbook chapters
- abstracts
- presentations at regional and national education meetings (e.g. NEGEA)



How to *Demonstrate* Satisfactory Research/Scholarship



Research/scholarship productivity:

- publications, preferably peer-reviewed
- book chapters
- abstracts
- presentations at regional and national meetings
- presentations at other institutions
- research-related service – grant review, manuscript review etc
- extramural funding – federal, foundations, industry (not required, but excellent to have)





How to *Demonstrate* Satisfactory Research/Scholarship

- 1 - 2 peer-reviewed publications/year in current rank
- Two “others” may substitute for one peer-reviewed publication, where “other” =
 - oral presentation at a national meeting
 - poster at a national meeting
 - non-peer reviewed publication (including books, book chapters, etc.)
 - abstract etc.
- Not all papers can be substituted by “others” – need some peer-reviewed publications





Funded Research

- Number of resources at Temple
- School of Medicine Grants
- Foundation Grants
- Pharmaceutical Grants
- Read those emails
- Ask- mentor, division chief



Writing - Strategic Decisions

- Before you write a research manuscript:
 - Agree on authorship
 - Make sure your name is listed in the correct position
 - Figure out where to send it
 - Check journal's instructions for authors
 - Check journal impact factors
 - Set a deadline
 - Research in a peer-reviewed journal > review article > case report > non-peer reviewed
 - Book Chapters



How to Demonstrate Satisfactory Service

- Need involvement beyond department level
- Temple University, hospital or school committees
 - Know work-load of committee before joining
 - Don't join and then not show up at meetings or not do the work
- Committees for regional or national organizations
- Manuscript and/or grant reviews

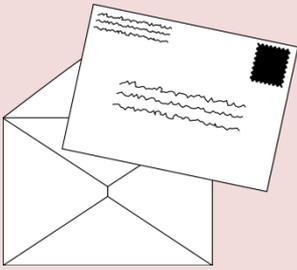


How to Demonstrate Regional/National Recognition



- Peer recognition as an expert in your area(s) of excellence by colleagues at institutions outside the Temple system and/or across the US:
 - Research/scholarship – abstract review panels, meeting planning committees, journal reviewer
 - Teaching – publications, involvement in professional orgs.
 - Patient Care – invitations for Grand Rounds, CME talks
- Service to regional/national professional organizations





External Letters

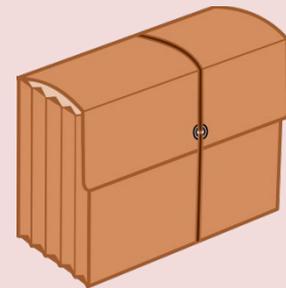
- Need minimum of 3, from people with academic appointments, preferably outside Temple system
- Can include others
- Requested by OFA, but names are suggested by candidate or department chair
- Must be written by a faculty member at the rank of the promotion
 - Associate Professor can't write a recommendation letter for a promotion to Professor



Your Dossier

TU Organizational Outline for Promotion Files:

- Curriculum Vitae
- Optional Personal Statement
- Teaching Portfolio
- Publications
- External Support Form
- Letters from External Evaluators



Getting promoted requires *planning*:

Steps 1 - 3

1. Review your updated CV against the promotion policy requirements
2. Determine any deficiencies in areas of excellence and make a plan to resolve them:
 - Include details
 - Set deadlines
3. Begin to assemble your dossier materials



Getting promoted requires *action*:

Steps 1 - 3

1. Let your Chairperson/Section Chief know that you want to be considered for promotion
2. Ask that person to review your updated CV
3. Ask for feedback on whether you are ready for promotion in the upcoming cycle, and if not what you need to work on.





Steps in Promotion Process

Step 1. Department Chairpersons are contacted by Office of Faculty Affairs for names of individual faculty members to be considered for promotion (October- November)

Step 2. Faculty member assembles supporting documentation into promotion dossier, with assistance from Office of Faculty Affairs (January)

Step 3. Independent review by:

- Department Appointments & Promotion Committee
- Department Chairperson
- School Appointments & Promotion Committee (Feb – Mar)
- Dean





Importance of Mentoring

Everyone needs at least one mentor - preferably more than one

Potential mentors:

- Your Department Chair and/or Section Chief
- Mid-level and senior-level faculty from your own or other departments at TUSM
- Mid-level and senior-level researchers, educators, clinicians outside TU
- Peers





TUSM Office of Faculty Affairs

Essential Functions

- Process new faculty appointments and reappointments.
- Maintain faculty personnel files and database records.
- Coordinate all tenure and promotional activities with Departmental and School administration.
- Assist candidates in obtaining necessary materials for appointment, promotion, tenure, etc.
- Mentor/advise faculty in decision making regarding any aspect of faculty appointments/advancement.



Thank you for your attention

Please contact the Office of Faculty
Affairs for assistance with career
planning and preparing for your
next promotion

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