Developing an Academic Portfolio for Appointments and Promotions

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Objectives

- Describe the promotions process for faculty members
- Identify ways to optimize your academic credentials to facilitate academic promotion
Preface

“Our goal is to make obtaining academic appointments and promotions for all appropriate faculty as easy as possible, while adhering to the necessary institutional rules from USF MCOM and Lehigh Valley Health Network.”
'What's the use of their having names the Gnat said, 'if they won't answer to them?‘

'No use to them,' said Alice; 'but it's useful to the people who name them, I suppose. If not, why do things have names at all?‘

'I can't say,' the Gnat replied.

Lewis Carroll (1832 - 1898)
Academic Nomenclature

- Title, rank, pathway, path, prefixed, non-prefixed, clinical, affiliate, volunteer, core, academic, instructor, assistant, associate, professor

.....OH MY!!!!!
Some nomenclature institution-specific

*USF is among the most complicated of all US medical schools*
Academic Nomenclature

- Universal nomenclature for RANK
  - Instructor
  - Assistant professor
  - Associate professor
  - Professor

- USF-specific nomenclature for Pathway
  - Clinician Educator (clinical)
  - Research/Scientist Educator (non-clinical)
Academic Nomenclature

- USF LV-specific title nomenclature
  - Non-prefix (academic)
  - Prefixed (educational)
    - Clinical
    - Affiliate

- This is different from USF-Tampa
  - Prefixed titles at Tampa are VOLUNTEER
  - Prefixed titles at LV are still core

- LV faculty ARE core faculty (NOT volunteer)
LV Academic Title Nomenclature

■ “Academic” Faculty (Non-Prefixed)
  – Non-prefixed titles
  – Reviewed and approved only at USF (vetted at LV)
  – More stringent set of academic credentials
  – Minority of LV Faculty
  – Criteria focused on scholarly/research accomplishments, educational efforts, clinical accomplishments and service.

■ Clinical/Affiliate “Educational” Faculty (Prefixed)
  – Prefixed “Clinical” or “Affiliate”
  – Approved at Lehigh Valley through our own A&P committee
  – Criteria focused on educational efforts, clinical accomplishments and service,
  – Scholarly activity is encouraged
  – (Non-clinicians will use Affiliate as the prefixed title)
Summary of USF-LV Appointments

- **Pathway**
  - Clinician Educator
    - Clinicians of any type
  - Research/Scientist Educator
    - Non-clinicians of any type

- **Rank**
  - Instructor, Assistant Prof, Associate Prof, Prof

- **LV Title**
  - Prefixed (Clinical or Affiliate) or Non-Prefixed
Flow Chart to Guide Selection of Correct Academic Title Category

1. Select Academic Pathway
   Clinician Educator if clinical
   Research/Scientist Educator if non-clinical

2. Determination of appropriate academic rank

3. Prefixed or Non-Prefixed Rank

4. Prefixed
   - Choose Prefixed Rank Category
     - Choose Rank
       - Clinical Instructor
       - Clinical Assistant Professor
       - Clinical Associate Professor
       - Clinical Professor
     - Complete Application

5. Non Prefixed
   - Choose Rank
     - Assistant Professor
     - Associate Professor
     - Professor
   - Complete Application

6. If clinical faculty for patient care: Prefixed CLINICAL Ranks
   - Choose Rank
     - Clinical Instructor
     - Clinical Assistant Professor
     - Clinical Associate Professor
     - Clinical Professor
     - Complete Application

7. If education or research faculty (non-clinical): Prefixed AFFILIATE Ranks
   - Choose Rank
     - Affiliate Instructor
     - Affiliate Assistant Professor
     - Affiliate Associate Professor
     - Affiliate Professor
     - Complete Application
USF-MCOM Tampa

- 19 different combinations of academic titles and rank categories!
- We are lucky!
USF MCOM-LV Summary

- Prefixed faculty 93
- Non-Prefixed faculty 385
- Applications in process 30
- Total 508
- Possibly eligible for promotion ~140
Promotion Process

“I put my heart and my soul into my work, and have lost my mind in the process.”

Vincent van Gogh
Promotion Processes

- Non-Prefixed and Prefixed differ
- Time at rank (minimum of 5 years)
- Must show academic progression for reputation and accomplishments
  - Education
  - Service
  - Clinical
  - Scholarly activity
- Focus on Prefixed
*References must be from individuals who hold an academic rank equal or greater than the proposed rank of the candidate.
Instructor to Assistant Professor

- Promise of continued growth as a teacher
- Promise of substantive contributions in the area of service to the University, institutional educational programs, profession and/or public.
- The doctorate or the highest degree appropriate to the field (or, the equivalent based on professional experience consistent with accreditation standards).
- Personal scholarly activity and support of other scholarly activities at Lehigh Valley or USF-MCOM-Tampa is encouraged including activities with a discipline related department at the Morsani College of Medicine.
- Substantial activities in practice/quality improvement or service delivery are encouraged.
Assistant to Associate Professor

- A documented and quantified record of sustained excellence in teaching or other comparable activity appropriate for the unit, such as participation in the SELECT program and/or residency training programs
Assistant to Associate Professor

- A record of substantive contribution of service to LVHN, the University, profession and/or public, with at least regional recognition of excellence
Assistant to Associate Professor

- Personal scholarly activity and support of other scholarly activities at USF-MCOM-LV and/or USF-MCOM Tampa is encouraged.
- Current board certification and maintenance of certification in the chosen specialty
Associate Professor to Professor

- *Promotion to Professor is not an entitlement but must be justified by a sustained high level of achievement.*

- A record of substantial contribution of service to LVHN, the University and to the field, profession or community as appropriate to the mission and goals of the department, USF-MCOM-LV, the SELECT program, and USF-MCOM Tampa.

- Expectations about the level of meaningful service contributions for candidates for professor are significantly higher than those for attaining the Clinical Associate rank.
Associate Professor to Professor

- Compelling evidence of significant achievement in candidate’s discipline or professional field at the national or international level.
  - Clinical, educational or administrative accomplishments.
  - Any recommendation for promotion to the rank of Clinical Professor must contain evidence that such distinction has been identified.
Associate Professor to Professor

- Evidence of effective ongoing engagement with students
- Participation in curriculum development is strongly encouraged.
- While not absolutely required, evidence of personal scholarly activity and support of other scholarly activities at USF-MCOM-LV and/or USF-MCOM Tampa is strongly encouraged.
Prefixes Titles Promotion

- 2 Critical documents
  - CV
    - Consistent format
    - Up to date
    - Opportunity to brag, *NOT* humility
  - Application form
Application Process

- Meet with Dept Chair or designee (choose rank)
- Dept personnel provides application documents
- Complete application and submit to Dept personnel
  - Confirms (transcript, board certification, PA license)
- Dept Chair provides letter of recommendation
- Deptt personnel submits to DOE.
- DOE requests letters of reference
- Lehigh Valley A&P committee recommends or denies appointment based on review of application.
- DOE submits approved applications to USF-MCOM Tampa OFA
- Letters of offer will be sent by the USF-MCOM Tampa OFA to DOE.
- DOE will send the received letter of offer to the faculty member (and departmental representative) who will return the signed letter to the DOE for transmittal to the OFA
Optimizing Academic Credentials

“Humility is not a virtue when you are trying to convince potential strangers on a committee that you have enough accomplishments to be promoted academically. Completeness, accuracy and clarity are virtues.”

JCS
Education

- Participate with students and residents
  - Clinical preceptor
  - Coaching or doctoring mentor
  - Lecturer
  - Program leader
  - Summer immersion mentor
  - Research mentor
  - Capstone project mentor
  - Admissions committee
  - Curriculum development
  - Other related activities

- Other learners
  - Community, staff, etc
Education

- Never turn down an opportunity to speak at a conference or in the region in any forum
  - Ask for feedback

- If you do not regularly get opportunities, you can ask for help within depts
Service

- Service on LVHN committees
- Service on other local, regional or national committees for the given specialty or for the broader medical community
- Scholarly presentations (local, region, national, international)
- Evidence of scholarly approach to quality improvement, novel service delivery, patient education, community engagement, population health and application of evidence-based medicine especially those involving learners in the process.
Clinical

- Recognition of **clinical excellence**
  - Awards, articles, interviews, etc
  - Invited presentations
  - Invited committees, service recognizing expertise

- **Regional referral pattern** for clinical care
  - Personal
  - Practice-based
  - Institutional structure-based
Scholarly Activities

■ Traditional
  – Peer-reviewed publications
  – Invited publications
  – Chapters
  – Abstracts presented at scientific mtgs
  – Grants (national, regional, national)
  – Research programs
  – Reviewer participation
    • Grant panels
    • Journals
Scholarly Activities

Less traditional

- Scholarly presentations on areas of subject matter expertise (program summaries)
- Evidence of scholarly approach to
- Quality improvement
- Novel service delivery
- Patient education
- Community engagement
- Population health
- Application of evidence-based medicine esp. those involving learners in the process.
I bought a doughnut and they gave me a receipt for the doughnut... I don't need a receipt for the doughnut. I give you money and you give me the doughnut, end of transaction. We don't need to bring ink and paper into this. I can't imagine a scenario that I would have to prove that I bought a doughnut.

To some skeptical friend, 'Don't even act like I didn't get that doughnut, I've got the documentation right here... It's in my file at home. ...Under "D".'

_Mitch Hedberg_
Questions???
Postscript

If you need to invoke your academic pedigree or job title for people to believe what you say, then you need a better argument.

Neil deGrasse Tyson