Academic Advancement, HUCM

New Faculty Orientation

How to get promoted in the Howard University College of Medicine?

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By

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SPEAKER DISCLOSURE

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I have no conflict of interest to declare
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Objectives

• Descriptions of Academic tracks
  - Tenure Track, Research Track &
  - Clinical Educator Track
• Descriptions of Promotion criteria
• How to prepare promotion dossier
• What is the flow of the application process
• Changing track
• Do’s and Don’t
Academic Tracks

Tenure Track
Clinical Educator Track
Research Track
Tenure Track

• Academic tenure at HU refers to the U’s commitment to continue any person appointed as Professor or AsP in that office, unless otherwise specified at the time of appointment, until retired, or dismissed for cause, incapacity or medical reasons, financial exigency, or because of program changes. Thus, to be appointed on the tenure track a prior written commitment has to be sought by the chairperson from the dean.
• The Clinical Educator Track

   This is intended for individuals whose primary interests are teaching and patient care and will be evaluated accordingly. The individuals are NOT eligible for tenure but instead are given contracts of 2-5 years depending upon promotions to the rank of Clinical Associate Professor.
• The Research Track

This is intended for individuals whose principal career interest is research. These faculty will enhance the College of Medicine’s productivity in research and as a consequence would increase our external resources of funding.
Academic Ranks

• Instructor: Lowest rank, appt. up to 6yr. No tenure is awarded. 7yr limit

• Asst. Prof.: Intermediate rank, holds a terminal degree, 3 two yrs. reappt. 7th year must be promoted w/ tenure or out (exception apply if paid on a grant). F H is not clear

• Assoc. Prof.: once tenured, no reappt. is necessary. Initial appt. HU for 3 years
A.R. Contd.

• AsP: If reappted has to be w/tenure exceptions negotiated

• Prof.: Highest rank. Recog. Leader w/ accumulative record of teaching effectiveness, PR publications & creative activities appropriate to the discipline.

• Initial appt. 3 yrs w/ w/out tenure. Reapp w/ tenure
A.R contd.

• Distinguished Prof.

• University Prof.
Preparation Guide (Promotion)

Individual prepares

Department
1. APT Committee
2. Chairperson

College
1. HUCMCWAPT
2. Dean

Provost

President

Board of Directors
Promotion (2.7.4)

• Policy (2.7.4.1)

  A promotion in rank is dependent upon growth in professional competence during the time spent in the previous rank and is based upon such criteria as further education, teaching effectiveness, research & publications, professional development, & service
Procedure

• The faculty member initiates the promotion procedure by requesting the Dept. Chair who informs the faculty all the materials required. Once the file is complete, the chair initiates the process described.

• Dept Chair & Deptal APT-Committee forward their independent reviews to the Dean for CW-APT committee’s review

• CW-APT Committee forwards its review to the Dean who forwards his/her recommendation to Sr. VP Health Affairs for the final action.
Submissions

• Applicant letter to Department Chair, Departmental APT chair’s letter and Department Chair
• Curriculum vitae
• External recommendation letters
• Research grants
• Publications: Paper and Abstracts
Submissions contd.

Mentoring: Students, residents and junior faculty if applicable
Promotion to Associate professor (Basic Sciences) with tenure

- Research Grants: Specify dollar amount for each grant, whether extramural or intramural whether PI, Co-PI or participant: Suggest at least one significant involvement alone or with other faculty (AP, AsP or P).

- Publications (peer reviewed journals or edited volume contributions): 4 papers overall, 3 as 1st or principal author, Scholarship (invited book chapters, published abstracts, posters): Comparable record for associate professor, but in addition, recognition at the national/international level as having achieved the status of being a prominent scholar.

- Creative Activities (invited talks, seminars, invitations, etc): Should be involved (12 combinations).

- Teaching: courses taught, course coordinator ships, peer and student evaluations.

- Professional development.

- Service: The faculty member should have both college and university committees and national/international to individual’s discipline. Grant review committee. Community Service is also part of this category.
Promotion Criteria-Professor
( Clinical )W/Tenure

- Research Grants: A clear track record as a PI w/ sufficient funding to sustain a research program. Must be documented w/ Xerox copy of grant award letter

- Publications (peered reviewed journals or edited volume contributions): Additional 5 (since last promotion), 2 as 1st author, 3 as joint author, Scholarship (invited book chapters, published abstracts, posters): Comparable record for professor, but in addition, recognition at the national/international level as having achieved the status of being a prominent scholar

- Creative Activities (invited talks, seminars, invitations, etc.): Should be involved (12 combinations)

- Teaching: courses taught, course coordinator ships, peer and student evaluations.

- Professional development: must be Board certified or Ph.D., 50 CME’s per year

- Service: Professor should have both college and university committees and national/international to individual’s discipline. Grant review committee. Community Service is also part of this category.

It is important to note that there should not be any deficiency among the categories listed above for the promotion to full professor
Promotion Criteria-Professor (Clinical) with tenure

- Research Grants: A clear track record as a PI with sufficient funding to sustain a research program. Must be documented with a Xerox copy of grant award letter.

- Publications (peer reviewed journals or edited volume contributions): Additional 5 (since last promotion), 2 as 1st author, 3 as joint author. Scholarship (invited book chapters, published abstracts, posters): Comparable record for professor, but in addition, recognition at the national/international level as having achieved the status of being a prominent scholar.

- Creative Activities (invited talks, seminars, invitations, etc.): Should be involved (12 combinations).

- Teaching: courses taught, course coordinator ships, peer and student evaluations.

- Professional development: must be Board certified or Ph.D., 50 CME’s per year.

- Service: Professor should have both college and university committees and national/international to individual’s discipline. Grant review committee. Community Service is also part of this category.

It is important to note that there should not be any deficiency among the categories listed above for the promotion to full professor.
Promotion-Associate Professor, CET

- Contribution or enhancement of model patient care
- Clinical Service- RVU’s =or >80%
- Board certification/Professional Development
- At least 2/3 yr teaching evaluations
- Desirable but not required 2-3 pubs(PR)
- At least 1 case report /yr since AP( suggestion-a minimum period of 4 years application for promotion)
- Creative/Scholarly Activities(invited talks e.t.c)
- Leadership Activities.
- Must meet 5-6( of 8) promotion criteria
Promotion Criteria-Professor (CET)

• Research Grants: A clear track record as a PI w/ sufficient funding to sustain a research program. Clinical trials and their outcomes

• Publications (peer reviewed journals or edited volume contributions): Additional 2-3(since last promotion), 1 as 1st author, 2 as joint author, Scholarship( invited book chapters, published abstracts, posters): Comparable record for professor, but in addition, recognition at the national/international level as having achieved the status of being a prominent patient care physician (desired but not required)

• Creative Activities (invited talks, seminars, invitations, etc.): Should be involved ( 12 combinations)

• Teaching: courses taught, course coordinator ships, peer and student evaluations.

• Professional development: must be Board certified or Ph.D., 50 CME’s per year

• Service: Professor should have both college and university committees and national/international to individual’s discipline. Grant review committee. Community Service is also part of this category.

It is important to note that there should not be any deficiency among the categories listed above for the promotion to full professor.
Professor-CET

• Development of mentoring programs of new faculty
• Unpaid service as journal editor and related activities
• Service as department chair, assistant dean, director or associate director in established units
• Representation of COM in official activities
Clinical Portfolio

• Assessment of clinical practice by leaders & colleagues that is patient centered, effective and equitable
• Performance on certification or recertification
• Continuing medical education practice
• Award for clinical practice
• Service to practice management/admin initiative/critical pathway development
Clinical Portfolio (contd)

- Web site/software development
- Publications: original investigation, clinical observations, reviews, books and book chapters
- Patient education materials
- Invited lectures outside HUCM
- Popular writings or lay press contributions
Basic Principles

- Promotion at HUCM is always based on *performance* rather than time-in-rank

- Performance *criteria* for faculty ranks are spelled out in Howard University and College of Medicine

- Performance is evaluated using the *Dossier*, a standardized format for reporting activities and scholarship

- Independent dossier *reviews* are conducted by both faculty committees and administrators

- Reviews take place on an annual *timetable* with fixed deadlines
Changing Track

- Transfers between the tenure track and non-tenure track are generally *not allowed*
  - Transfers are rare, occur only in highly unusual situations, require approval at the College (Dean)
  - Those denied tenure may *not* switch to a fixed-term and may *not* remain on the faculty

- Fixed-term faculty (contractual) may apply for tenure-track positions by checking with the chair of the department who in turn check w/Dean.
Annual Timetable for Review

- Promotion/tenure reviews occur on an annual timetable, not on a rolling basis
- Deadlines are set each year and are *not* negotiable
- Process begins with review by Department APT Committee
- HUCMCWAPT Committee considers in January –March meetings
Be aware that ...

- Performance expectations increase as you advance in academic rank
  - Growing mastery and independence in your field
  - Increasing scholarly accomplishments
  - Growing reputation and professional leadership

- At each review, performance since the last review is evaluated (in addition to meeting criteria for appropriate rank)
Narrative Statement

- 1-3 page *first-person* statement about your scholarship in the context of your overall goals
- Supplements information elsewhere in the dossier
- Written so that those *outside* your discipline can understand your scholarship (*avoid jargon!*)
- Reviewers outside your department look at this first to get a “picture” of who you are
Scholarship of Research

This section pertains to your entire career

- **Publications**
  - Peer-reviewed journal articles (*note authorship, role on each!*)
  - Non-peer-reviewed publications (books, book chapters, government reports, etc.)
  - Include “accepted” and “in press” (*provide acceptance letter*)

- **Research projects**
  - Completed, current, planned (*note role on each project*)!
  - Internal and external grants/contracts from any sources
  - Collaborative projects count!

- **Other creative products** (e.g., educational methods or computer software developed; inventions; clinical guidelines disseminated)
Criteria for selection of external reviewers

- “External” = outside Howard University
- Must be experts in your field who are of higher rank (and if possible tenured, if you are up for tenure)
- Should come from multiple institutions
- May not have a conflict of interest (i.e., no former students, teachers, mentors, or significant collaborators)
Components of External Letter

• Reviewer’s self introduction
• Reviewer himself/herself APT Committee
• How the reviewer knows the applicant
• Addresses applicant’s teaching and scholarly activities
• Research and grants
• Whether the reviewer and the applicant are in the same professional organization
Be aware that....

Dossier should *not* include

- Evaluative statements from you
- Letters of appreciation or thanks from students or patients
- Course materials
Common problems in Dossier

Narrative Statement merely summarizes the package rather than providing the larger career context

- Inadequate documentation of teaching evaluations by students
- Inadequate documentation of patient care activities or quality
- Failure to note authorship role on multi-authored publications
- Failure to provide letters of acceptance for “in press” articles
- Failure to provide details of grants (e.g., title, grant number, dates, grant PI, your role and % effort)
- Failure to list all internal service activities
- External reviewer has conflict of interest
External Letter Format

• Must have no conflict of interest
Failing to achieve promotion

• Premature request for promotion. Accelerated is possible only for outstanding & highly productive F members

• Inappropriate track or choice of domains. F member inconsistent w/track

• Poor productivity: Reasons for deficiencies vary-insufficient standing or level of contribute.

• Inadequate grant support especially w/ten. Track F
Challenges

• Encouraging faculty to publish in their own sub-specialty (e.g. Physiologist publish in J. Phys., Biochemists/Endocrinology – JBC, PNAS, NEJM, JECM, JAMA, Endocrinology etc.)
• CV unconventional, non pertinent info (family details) (NIH CV format is the best)
• Not documenting grant details
Challenges contd.

- Do not follow deadlines
- Submission indirectly
- No personal statement
- Evaluation of multi authored publications
THANK YOU

QUESTIONS?