

# Faculty Promotions: A model for process improvement

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IT'S HOW MEDICINE

SHOULD BE



# Initial Perceptions

- 1) Promotion is a mysterious process
- 2) Promotion is uncertain and frustrating process
- 3) No transparency in the process
- 4) Women faculty are not being treated fairly
- 5) Promotion for a clinical faculty is more difficult

Note: Promotions are handled by COSFAP that reviews only senior ranks

- I. Teaching
  - II. Research and/or scholarly activity
  - III. Clinical service
  - IV. Administrative service.
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- Minimum two categories are needed to be eligible for promotion
  - Rush has a single track

# Measures undertaken to improve the process of promotions

## **I. Revised the policies and procedures:**

- Redefined the standards and requirements
- Four areas of excellence were identified and clearly explained.

## **II. Created standardized documents/templates:**

- CV template
- Template for letter of evaluation request
- Chair's letter template
- "Assessment Grid" to guide the reviewers

## **III. Educational outreach campaign:**

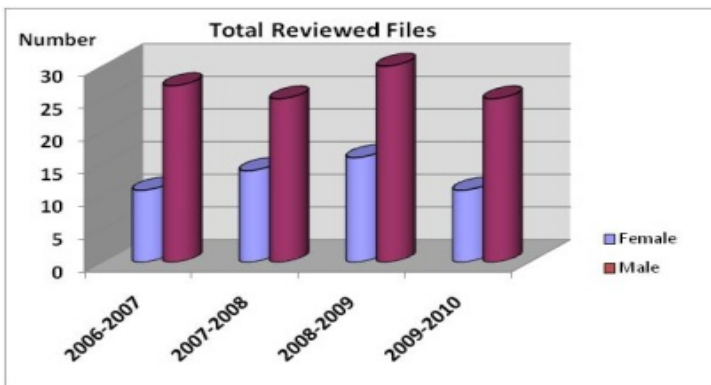
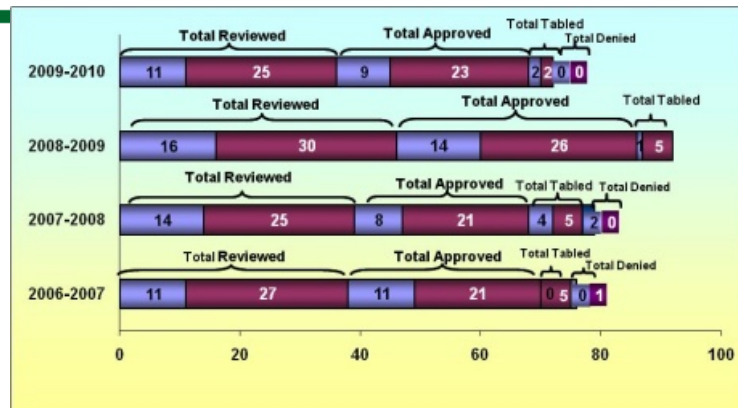
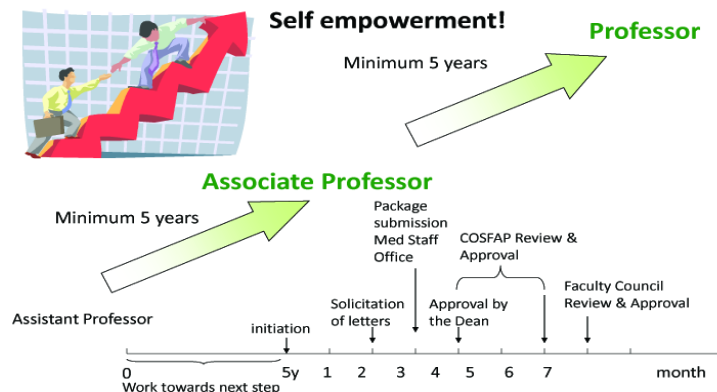
- 1) University-wide seminars;
- 2) Open-panel discussions: promotion at the Medical College vs other colleges at the university;
- 3) Education of junior faculty from the research mentoring program;
- 4) Group and individual meetings with department chairpersons;
- 5) Seminars/round table discussions within individual departments.

#### IV. Proactive actions:

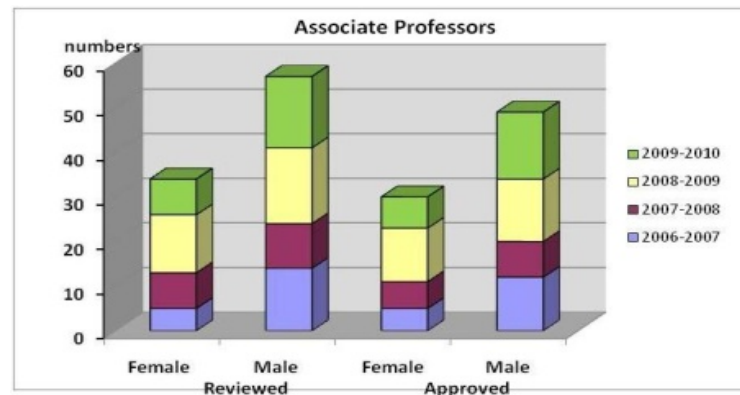
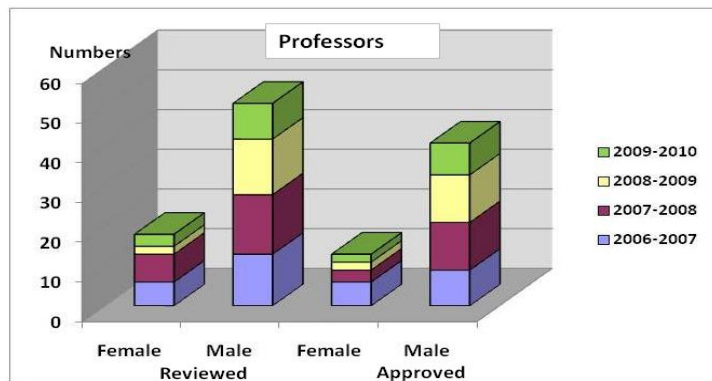
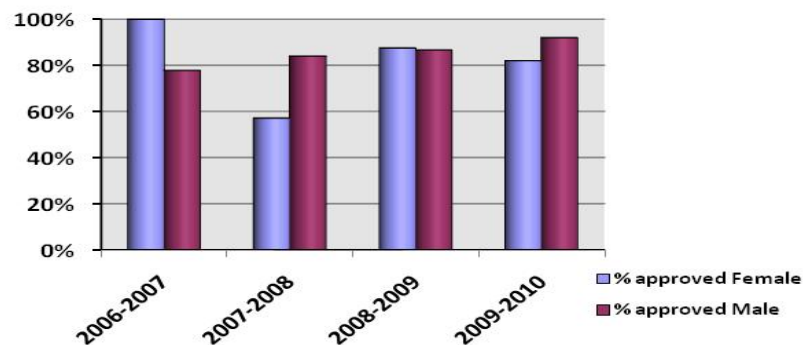
- 1) “**hot-line**” or tutoring to guide the chairs and/or the faculty to avoid tabling and denials
- 2) All packets are being reviewed by the COSFAP chair prior to submission to assure they fulfill the requirements
- 3) Quantitative analysis of promotions by rank/gender/ departments (last 4 years)
- 4) Departments with a low promotion activity have been identified and the concerns were addressed
- 5) Identified a pipeline of faculty that may be eligible for promotion within the next 1-3 years and offered consultations and guidance
- 6) Assistance with faculty annual review.

#### V. Promotion is overseen by the **office of Academic Affairs**

## Timeline of the process



## % of Approved Files, both ranks



# Distribution of existing faculty pool @ Rush (based on 2007 AAMC data)

## Male/Female faculty ratio

Assistant Professors  
Associate Professors  
Professors

1.7

2.5

5.2

### 4-year data

Files reviewed, Professor rank  
Files approved, Professors rank

2.83

3.15

Files reviewed, Assoc Prof rank  
Files approved, Assoc Prof rank

1.68

1.63

### 3-year data

% reviewed by gender relative  
to total faculty pool

Female  
23.86

Male  
19.71

% reviewed by gender relative  
to categories eligible for promotion  
(Assistant Prof + Assoc Prof)

28.00

29.29

% Assistant Prof reviewed by gender  
for promotion to Assoc Prof

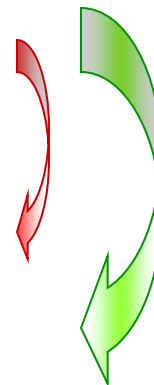
22.61

20.92

% Associate Prof reviewed by gender  
for promotion to Professor

44.12

50.00



# Conclusions

## 1. Quantitative Analysis showed:

- ✓ More than 2-fold difference in the numbers of women vs men faculty at RMC, which leads to a similar difference between the number submitted for promotion
- ✓ But, relative to corresponding gender pool, the percentage of promotion is comparable between the genders

## 2. Our new model/approach to the promotion process resulted in:

- ✓ Period between the package submission and approval is reduced to minimally possible; Waiting period is eliminated
- ✓ In the last two years no denials have been issued
- ✓ Satisfaction of the Chairs and faculty is improved;
- ✓ Process is totally transparent and preventive measures are implemented across the College;

Various approaches are undertaken to recognize newly promoted faculty