

COSFAP Policies and Procedures

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Vice Provost for
Faculty Affairs



RUSH UNIVERSITY
MEDICAL CENTER

IT'S HOW MEDICINE

SHOULD BE



COSFAP Function



- Does not review junior rank appointments. Junior rank appointments/promotions are reviewed and approved by Faculty Council and Provost
- For promotion/appointment/re-appointment as instructor or Assistant Professor the chair should submit the letter requesting this appointment/re-appointment/promotion along with faculty CV to the dean providing justification, term, and effective date.



- Does not review junior rank appointments. Junior rank appointments/promotions are reviewed and approved by Faculty Council and Provost
- Reviews nominations from department Chairs for **appointment** or **promotion** of an individual to **senior** faculty rank
 - Associate Professor
 - Professor
- Upon COSFAP approval all new appointments and promotions will be approved by the Dean, Faculty Council & Provost.

Appointment to Senior Faculty Rank

- Appointments to senior faculty rank at other institutions may be considered in assessing a proposed faculty appointment, but will not be the sole determinant in recommending a specific faculty rank.

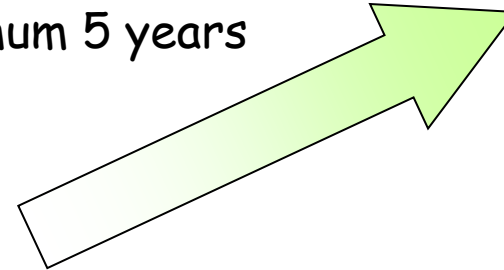
New: Requirements for lateral appointments from another institution are simplified and require only the chair's letter and CV

Timeline of the process



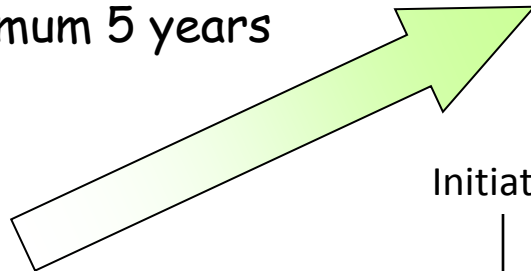
Professor

Minimum 5 years



Associate Professor

Minimum 5 years



Initiation

Package submission
Fac Affairs Office

COSFAP Review &
Approval

Faculty Council
Review & Approval

Dean/Provost
letters of
appointments

Solicitation
of letters

0 5y_≤ 1 2 3 4 5 6 7 8 month

Work towards next step

Assistant Professor

Promotions are not granted simply as a consequence of time in service

- Start thinking about the next step **as soon as** you get promoted to Assistant or Associate Professor. Preparation for the next step is a continuous process
- One of the most important thing for promotion to Associate Professor or Professor is to demonstrate what you have done since your last promotion!!!
- Discuss your level of preparedness **REGULARLY** and **AT LEAST** during annual reviews with your chairperson/supervisor
- Consider additional professional and leadership development opportunities that can help with the next career move



RMC: 1 track, 4 areas of excellence

- Education
- Research
- Clinical excellence
- Service
 - Administrative
 - Leadership
 - **Community**
 - **Global, etc**

Details are provided in college-specific COSFAP guidelines:
<https://www.rushu.rush.edu/about/faculty-affairs/faculty-development/faculty-awards/faculty-promotion-toolkits>

New: All candidates for senior faculty promotion, regardless of chosen criteria, are expected to demonstrate evidence of scholarly productivity



Associate Professor vs Full Professor



Associate Professor

- Advanced **doctoral** graduate degree
- 5 yrs since last promotion
- Superior performance in at least **Two** areas:
 - Education
 - Research
 - Clinical excellence
 - Service
- **Local/Regional recognition** in chosen areas of expertise
- **Professionalism/ICARE values**

Full Professor

- Advanced **doctoral** graduate degree
- 5 yrs since last promotion
- Superior performance in at least **Three** areas:
 - Education
 - Research
 - Clinical excellence
 - Service
- **National/International recognition** in chosen areas of expertise
- **Professionalism/ICARE values**

Education

Evaluated based on:

- Quality
- Quantity
- Innovation
- Creativity
- Evidence of leadership in education
- **Scholarly work is required!**

Documentation:

- Quantitative
- Qualitative
- **Demonstrated impact**
- Derived work product



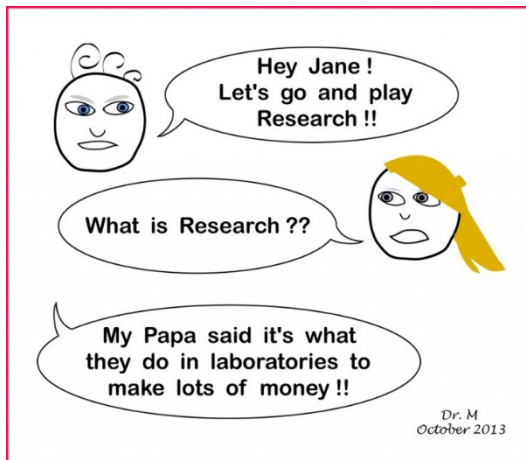
= CV

Components of the packets

Examples of educational excellence

- Creation of educational exercise(s) that serve(s) as a model for other institutions
- Teaching via classroom didactics/lectures/educational sessions/medical rounds/simulation courses/bedside teaching
- Development/directorship of programs, courses, classes, or clerkships
- **Mentorship**: students/residents/fellows/trainees/peers
- Educational awards
- Visiting professorships at other academic institutions
- Invitation for educational lectureships/workshops
- Scholarly work in textbooks, review monographs, or reviews published in peer review journals re: educational work or educational research
- Development and/or execution of web based educational forums
- Publication of original papers in peer review journals re: education
- Development of novel educational resources
- Outline of achievements of former trainees and mentees
- Membership in national, international, or inter-institutional educational activities and educational societies
- **Interprofessional education** of students, trainees, mentees, or peers through course work, seminars, professional society meetings, lectures, etc.
- Original educational research supported by intramural or extramural funding

- Demonstration of proven record of creative, high quality, significant work
- Independence of research accomplishments
- Continuous extramural funding to support independent research activities
- Patent and/or development of new or novel technology.
- Evidence of mentorship of trainees (students, residents, fellows, colleagues, post-doctoral students) and the types of projects, activities, research projects in which mentoring occurred.
- Lectures and presentations to educate students, colleagues, peers, etc. on one's research endeavors
- Peer-reviewed scholarly products



Could be All types of Research:

- bench
- clinical
- educational
- population health/epidemiological
- ...

Research Scholarship

- Activity in professional societies: elected positions
- Elections to prestigious scientific societies via peer-review process
- Appointments as editor, reviewer, and referee
- Consulting activity
- Research funding
- Patents, procedures and methods
- Publications - peer-reviewed articles & book chapters, peer-reviewed abstracts
 - Your contribution, significance of work and publication impact factor
- Presentation of scholarly papers: invited, keynote, podium, posters at international, national, and regional conferences/symposiums, seminars
- Extramural review courses: taught, directed, developed

Note regarding electronic publishing:

Burden of demonstrating quality and significance (judged by some criteria) is on you

Faculty who are put forth for promotion under clinical excellence will be evaluated on the **QUALITY** and **IMPACT** of their clinical service and its accompanying **CONTRIBUTIONS** to advance health care quality, delivery, safety, and outcomes.

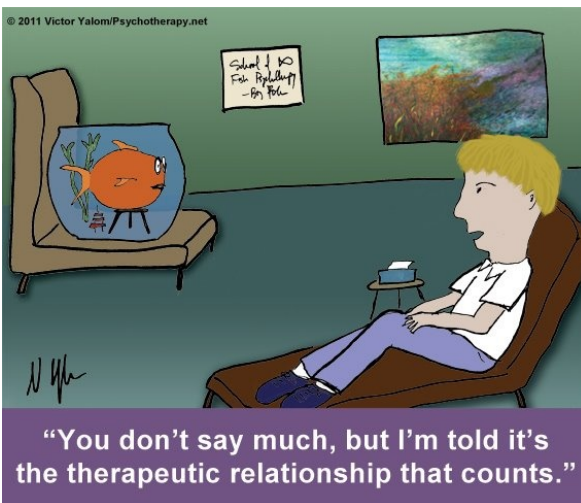
- Clinical Innovations
- Safety/Quality improvements
- Clinical Practice
- Development of New Line of Patient Care/Clinic



Clinical Research/Clinical trials

Clinical Scholarship-Development of:

- institutional guidelines and/or protocols
- quality improvement protocols
- safety guidelines, etc....



Clinical Scholarship (Cont)

Participation in Leadership projects

- **Decrease:**
 - infection rates
 - readmission rates
 - expenditures while improving care
 - adverse patient care events
- **Improve:**
 - family centered care
 - through-put
 - resource utilization
 - patient satisfaction
 - discharge processes
 - provider/patient communication
 - follow-up rates
 - patient compliance
 - clinical treatment success rates
 - adverse patient care events
 - outpatient management of patients and/or their families
- **Facilitate timely care**
- Safely integrate technology into health care
- Introduce, apply, or evaluate new or existing clinical devices, procedures, and/or treatments that improve patient care and/or outcomes
- Develop and/or implement new or unique patient care models that significantly impact quality care and/or outcomes
- **Deliver clinical work in the community or globally (free clinics, charity care, international health) that impacts community engagement, care, etc.**
- Facilitate and/or create organized and thoughtful approaches to **interdisciplinary / multidisciplinary** care improve upon and provide quality care and outcomes

*Activities not directly
related to teaching,
research, or patient care...*

*You know what it is when
you see it!*

Examples:

- *Leadership*
- *Management*
- *Committees*
- *Task forces*
- *Lay education*
- *Community incl. Global health*
- *Prof. organizations*
- *Faculty Service*



No matter your skills, there's
something you can volunteer to do.

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Examples of excellence in service

- Leadership in planning and/or developing programs and policy at RMC, RU, RUMC
- Leadership in planning and/or developing critical strategy and/or infrastructure (divisions, departments, sections, care units, etc) essential to the growth and success of RMC, RU, RUMC
- Leadership and management in the above activities (a) and (b) at other medical colleges, universities, medical/professional societies, journals, governments, etc. that establish reputations for senior faculty in the regional, national, and international community
- Community Service / Community Health Care/ Global Health Care through creation of community health clinics and /or educational outreach to at risk patient populations
- Election to clinical societies or offices in health care, health policy, and/or biomedical journals, organizations, and societies
- Active membership on regional or national clinical advisory boards or committees
- Active membership on RMC and Medical Staff committees.
- Course directorships and other administrative responsibilities for activities within the RUMC or the Rush System that support the academic mission of the Institution
- Evidence of successful entrepreneurship

Education - Research - Clinical - Service

Scholarship



Key elements needed to be reflected in all letters: chair's, evaluation, and endorsement

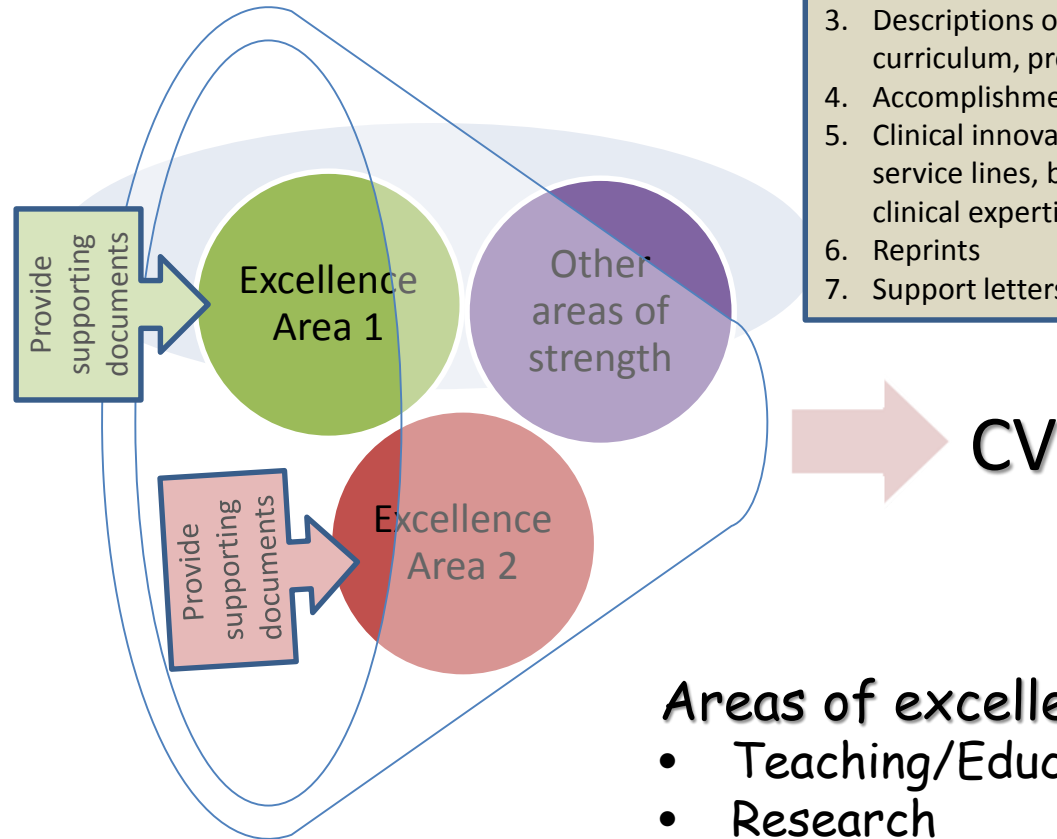
- Excellence in chosen areas
- Scholarship
- Reputation
- Innovation
- Impact



Promotion to Associate Professor RUSH Packet Structure

Packet Composition

1. RMC release form
2. RU recommendation form
3. Chair's letter
4. Advisory Committee letter
5. CV
6. **3 evaluation letters**
7. Endorsement letters, ≤ 5
8. Supporting documents
9. Executive Summary (optional)
10. Links to key papers (≤ 3 , optional)



Examples of Supporting Documents:

1. Students/residents evaluations/feedback
2. Course/Teaching evaluations
3. Descriptions of new courses, curriculum, programs
4. Accomplishments of mentees
5. Clinical innovations, new service lines, building new clinical expertise
6. Reprints
7. Support letters

Areas of excellence:

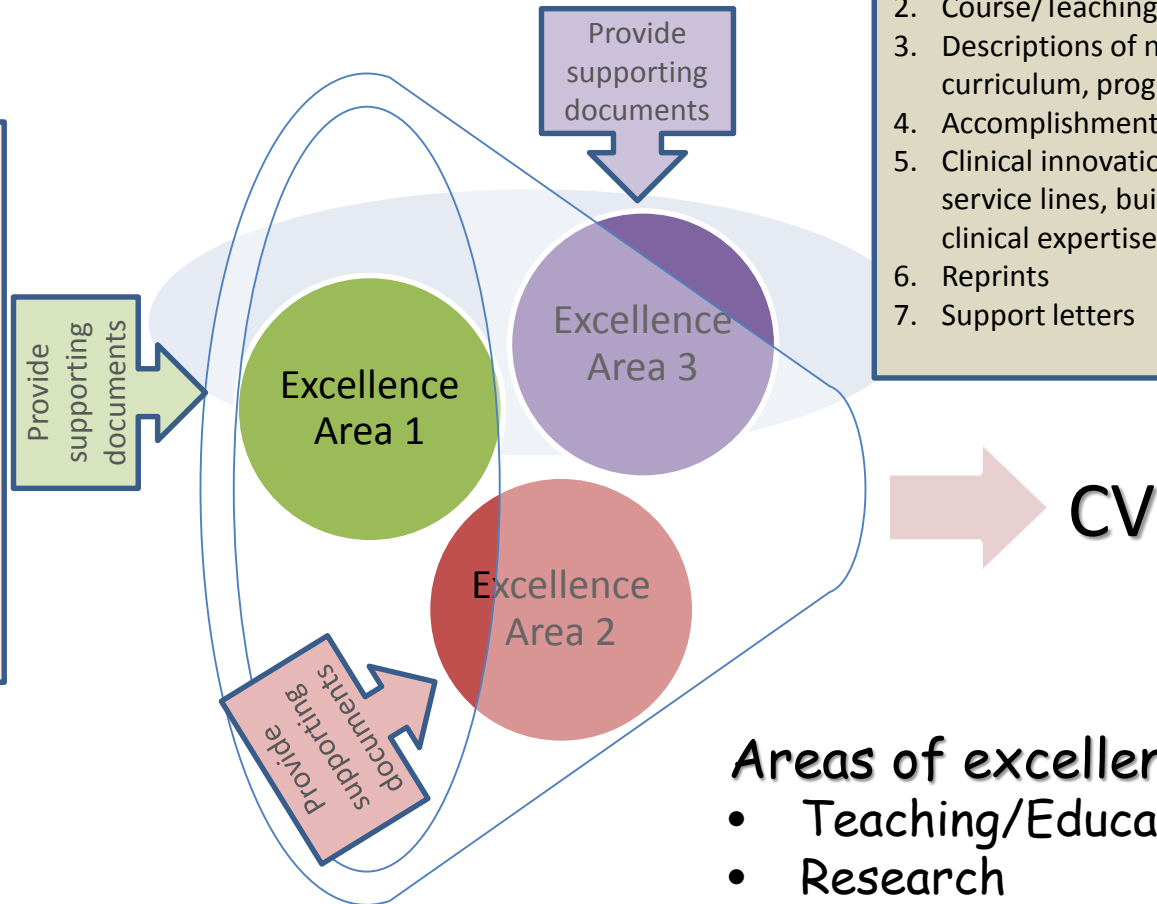
- Teaching/Education
- Research
- Clinical/HealthCare
- Service/Leadership



Promotion to Full Professor Rush Packet Structure

Packet Composition

1. RMC release form
2. RU recommendation form
3. Chair's letter
4. Advisory Committee letter
5. CV
6. **5 evaluation letters**
7. Endorsement letters, ≤ 5
8. Supporting documents
9. Executive Summary (optional)
10. Links to key papers (≤ 3 , optional)



Examples of Supporting Documents:

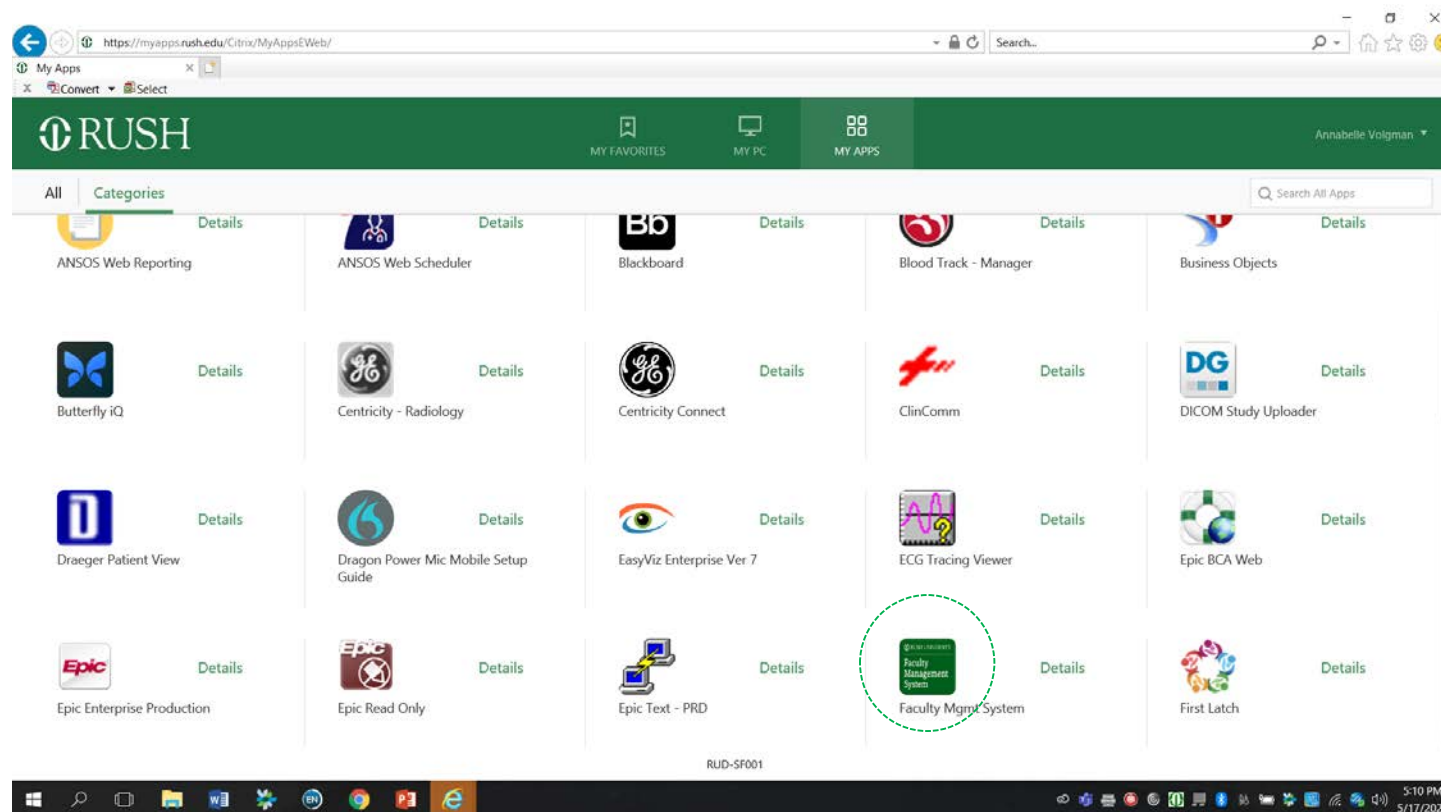
1. Students evaluations/feedback
2. Course/Teaching evaluations
3. Descriptions of new courses, curriculum, programs
4. Accomplishments of mentees
5. Clinical innovations, new service lines, building new clinical expertise
6. Reprints
7. Support letters


Areas of excellence:

- Teaching/Education
- Research
- Clinical/HealthCare
- Service/Leadership

Preparing your CV

- Faculty Management System
- Promotion toolkit
 - Links are in Rush App under Faculty Affairs





RUSH UNIVERSITY | Faculty Management System

Annabelle Santos Volgman

Menu Logout

Summary

Time left in session: minutes

Editing Annabelle Santos Volgman

Faculty Summary

- Personal Demographics
- Addresses & Contacts
- Center/Institute
- Faculty Classifications
- Documentation
- Curriculum Vitae
- Education
- Leadership Training
- Academic Appointments
- Administrative Titles
- Non-Rush Appts and Titles
- Employment
- Certification & Licensure
- Board/Specialty
- Hospital Privileges
- Honors and Awards
- Leadership Service and Leadership Positions
- Professional Society

Annabelle Santos Volgman, MD

Appointment

Department	Track	Current Rank	Eff	Hire	End	Status Type
Rush Medical College, Internal Medicine, Cardiology	Senior Faculty	Professor	07/01/2011	06/30/1990	n/a	Primary

Preferred Contact

Description	Phone	Email
RUSH Email		annabelle_volgman@rush.edu
Office	312-563-2541	

Assistant

Description	Phone	Email	URL
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Preferred Address

Office
1725 West Harrison Street
Chicago, IL, United States 60612

For Rush Faculty

Demographics

Faculty Summary

Personal Demographics

Addresses & Contacts

Faculty Classifications

Center/Institute

Mission Areas

Documentation

Curriculum Vitae

Curriculum Vitae

-- Education

-- Leadership Training

-- Academic Appointments

-- Non-Rush Academic Appointments (Previous & Current)

-- Administrative Titles

-- Employment

-- Certification/Licensure

-- Board/Specialty

-- Hospital Privileges

-- Honors and Awards

-- Leadership Service and Leadership Positions

-- Professional Society Memberships

-- Teaching

-- Consulting Experience

-- Community Service

-- Clinical Excellence

-- Committee and Administrative Service

-- Funding History

-- Scientific and Scholarly Activities

-- Scopus - Import Publications

--- Bibliography - Self Entered

Each link under CV has a dropdown menu and explanation boxes


Clinical Excellence

Field examples

Clinical Innovations

 Name/Description	Impact	Start Date	End Date	Location	Additional Explanation
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Safety/Quality Improvements

 Name/Description	Impact	Start Date	End Date	Location	Additional Explanation
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Clinical Practice

 Name/Description	Impact	Start Date	End Date	Location	Additional Explanation
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Clinical Research/Clinical Trials

 Role Descr	Title	Description	Funds Awarded	Start Date	End Date	Number of Patients	Additional Explanation
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Development of New Line of Patient Care/Clinic

 Role Descr	Name/Description	Impact	Date	Location	Additional Explanation
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Edit - Clinical Research/Clinical Trials

Clinical Research/Clinical Trials

* Role

* Title

* Description

Funds Awarded

* Start Date

End Date

Number of Patients

Additional Explanation

Each link under CV has a dropdown menu  and explanation boxes



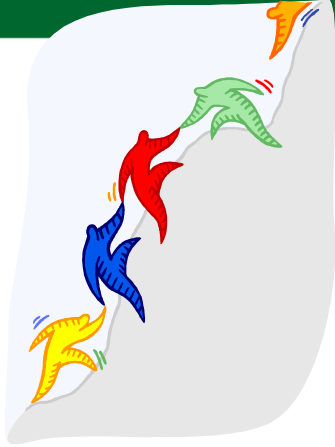
Take-Home Message

- Start thinking about your next step as soon as you become Assistant or Associate Professor
- Identify areas of focus and strategize how to accomplish excellence in 5 years
- Demonstrate progress since your last promotion
- Your CV should clearly reflect your areas of excellence
- **Your packet should strongly support chosen areas of excellence**



Thank you

Questions?



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Website: [http://www.rushu.rush.edu/faculty affairs](http://www.rushu.rush.edu/faculty%20affairs)

Department Email: facultyaffairs@rush.edu

Resources:

<https://www.rushu.rush.edu/about/faculty-affairs/faculty-development/faculty-awards/faculty-promotion-toolkits>

