

Faculty Promotion at Rush “Getting Promoted from Assistant to Associate Professor”

Susan Chubinskaya, PhD
Ciba-Geigy Professor of
Biochemistry

COSFAP Chair



IT'S HOW MEDICINE
SHOULD BE



©2003 Rush University Medical Center

Composition of COSFAP

- Professors 10
 - Associate Professors 4
 - Assistant Professors/Instructors 4
 - Students 2 (M2 & M3)
-
- Meetings every 4th Wednesday of the month @ 8-9am

CV template and COSFAP policies and guidelines @ Medical Staff Office website: <http://iris.rush.edu/mso/index.html>

Medical Staff Office contact: Lolesia_Johnson@rush.edu
phone 2-5496



- Review of nominations from department Chairs for **appointment** or **promotion** of an individual to **senior** faculty rank
 - Associate Professor
 - Professor

Process of Promotion



- Promotions can be in any primary or conjoint Department(s) without prejudice to the Faculty member.
- It is unnecessary to receive the permission of the other conjoint Departments or the primary Department to recommend a Faculty member for advancement.
- The process involves **two steps**:
 - The individual must be **nominated** by his/ her primary or conjoint department chairperson to the Dean.
 - The nomination is then **forwarded** by the Dean to COSFAP for review and recommendations.
 - In some instances a proposed appointment arises from a search committee for a department chairperson or section director. Under these conditions, the recommendations of the search committee and the supporting materials can significantly expedite the evaluation by the Committee and should be included with the nomination.

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.
- All requirements for appointments with regard to packet preparation are the same as for promotion



TABLE OF CONTENTS

INTRODUCTION.....	3
I. GOVERNANCE	3
A. MEMBERSHIP	3
B. OFFICERS	4
C. MEETINGS	5
D. GUIDELINES FOR MEETING AGENDA.....	6
E. APPEAL TO THE COMMITTEE	7
II. RUSH MEDICAL COLLEGE FACULTY ORGANIZATION	7
A. ACTIVE FACULTY.....	7
B. CONJOINT APPOINTMENTS OF ACTIVE FACULTY.....	8
C. VISITING FACULTY.....	9
III. GUIDELINES FOR APPOINTMENTS OR PROMOTIONS TO SENIOR FACULTY RANK ...	10
A. GENERAL.....	10
B. SPECIFIC CRITERIA	10
C. CRITERIA FOR APPOINTMENT TO ASSOCIATE PROFESSOR OR PROFESSOR.....	15
IV. PREPARATION OF NOMINATIONS FOR SENIOR FACULTY APPT. OR PROMOTION....	18
A. CHAIR'S LETTER OF PROPOSAL.....	19
B. LETTERS OF SUPPORT.....	20
C. CURRICULUM VITAE	22
D. REPRINTS.....	23
E. TEACHING DOCUMENTS.....	23

III. GUIDELINES FOR APPOINTMENTS OR PROMOTIONS TO SENIOR FACULTY RANK ... 10

A. GENERAL.....	10
B. SPECIFIC CRITERIA	10
C. CRITERIA FOR APPOINTMENT TO ASSOCIATE PROFESSOR OR PROFESSOR.....	15

A. General

Candidates must have already undergone an internal department review from hers/his Advisory Committee and received approval. Next, nominations for faculty appointments and promotions are made by the Chairpersons of the Departments to the Dean of the Medical College. Appointments and/or promotions to indefinite term (rank of associate professor and professor) are referred to COSFAP for review and recommendations. Any person being nominated for a promotion to a senior faculty rank will ordinarily hold an advanced graduate degree, including but not limited to PhD, MD, DO, OD, DDS, DVM, MS or MA. COSFAP shall assess proposed promotions and appointments to senior rank on the basis of merit and value as defined by the criteria below. Promotions will not be granted simply as a consequence of time in service. 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. In the case of a proposed appointment arising from an institution-wide search committee for a department chairperson or a section director, the recommendations of the search committee and supporting materials should be submitted as part of the documentation to be reviewed by COSFAP. A letter nominating the individual for appointment would still be required from the primary department chairperson in the case of a section director, or the Dean in the case of a chairperson of the department.

In general, appointment or promotion to senior faculty rank will be based on the assessment of performance in four areas. These are 1) research and/or scholarly activities, 2) teaching, 3) clinical service, and 4) administrative service. Teaching and research or scholarly activities are critical to the mission of the institution as a center devoted to the discovery and transmission of knowledge. Objective documentation of the various elements that make up a proposed promotion or senior faculty appointment is required and essential.

1. Teaching

- a. Evidence that an **educational exercise** developed by the candidate serves as a model for other institutions (i.e., letters from colleagues stating this point, published teaching tutorials, novel teaching approaches and/or courses/lectures developed by the candidate adapted by other institutions, etc).
- b. **Classroom teaching/lectures/teaching sessions/rounds**
- c. **Course development/directorship**
- d. **Mentorship** of students/residents/fellows/trainees/nurses
- e. **Teaching awards.**
- f. **Visiting professorships** at other academic institutions.
- g. **Invited lectureships** by professional societies.
- h. **Textbooks and review monographs**, or reviews published in peer review journals.
- i. **Original papers** in peer review journals based upon teaching or course development in areas related to medical school or postgraduate teaching.
- k. **Development of novel educational resources** with supporting documentation (i.e., description in letters of endorsement or letter from the Department Chairperson).
- l. **Achievements of former trainees.**
- m. **Membership** in national, international, or interinstitutional educational activities.

- a. A list of intramural or extramural teaching sessions over the previous 5 years; listing contact hours, method of teaching (lecture, panel, group discussion) and level of students. This should only include those instructional exercises in which the candidate is the session moderator or lecturer. This needs to be fully documented in the CV.
- b. Letters of endorsement from colleagues, former medical students, graduate students, medical residents or trainees cannot come from individuals who are currently in a dependent position because of the potential conflict of interest.
- c. Quantitative performance evaluations from teaching sessions.
- d. Written evaluations from course directors for courses in which the candidate teaches.
- e. A selection of educational material prepared for these teaching sessions.

2. Research and/or Scholarly Activity

Research and/or scholarly activity is the other primary criterion for senior faculty appointment. Research includes: organized scientific effort to extend knowledge, mission-oriented investigations or experiments aimed at the discovery and interpretation of facts, the revision of accepted hypotheses or laws in the light of new facts, or the practical application of such new or revised hypotheses or laws as they apply to biomedical problems and as they are disseminated to the scientific/medical community. Scholarly activities are defined as the synthesis of knowledge and technology and its presentation to others.

Excellence in research is determined by:

- a. The candidate's publications which should demonstrate evidence of creative high quality and significant work. Candidates who are proposed for appointment or promotion on the basis of research and/or scholarly activity are required to submit copies of three or more of their publications, though COSFAP encourages the submission of written evidence of scholarship from all candidates for senior faculty rank regardless of the primary reason for appointment or promotion. The publications chosen should be those considered by the candidate to be his/her most important contributions. In choosing the reprints for submission, the candidate should keep in mind that COSFAP considers that publications from the last 5 years provide the best picture of the candidates continued productivity and potential for further scientific contributions.
- b. Independence of research accomplishments. In cases where the candidate's bibliography contains many multi-authored articles, documentation of the independent contribution of the candidate should be provided. This documentation may be done by first authored original research articles, or a delineation of the candidates unique contributions to the research team (when the author has very few first authored manuscripts).

- c. External **funding** to support independent research programs. This needs to be documented in detail (funding agency, type of the grant, years, dollar amount, role on the project, etc).
- d. Issue of a **patent** or development of **computer programs**. This needs to be documented in detail.

Distinction in the category of scholarly activity is based on publications as noted above and/or the following:

- a. Authorship of scholarly publications or editorship of books and other educational materials (e.g. books, reviews, articles, editorials, etc.).
- b. Participation in invited scientific or medical academic symposia, meetings, and lectures at the national or international level.
- c. Extramural review courses taught, directed or developed (could be also count as teaching activity), and the organization of national or international conferences.
- d. Election to prestigious scientific societies via peer review.
- e. Election to an organizational post or office in a professional society.
- f. Presentations at national or international professional meetings, courses or seminars. There should be evidence of first or senior authored presentations in this area.
- g. Participation in the peer review process by membership on national or international scientific review boards (e.g. NIH study sections, foundation/funding agency review boards, etc), or review of scientific manuscripts for professional journals.
- h. Membership on editorial boards of scientific or medical professional journals.

Excellence in clinical service is hard to assess and as such a detailed account and as much quantifiable evidence should be provided. See the following:

a. Patient Care



Evidence of superior patient care must be documented by:

- i) Supporting letters from department chairpersons or section directors.
- ii) Supporting letters from colleagues or former students or trainees.
- iii) Unsolicited commentary by patients, including thank you letters of excellent clinical care.

b. Clinical Innovation



Examples of superior performance in this area include the application of new clinical devices, procedures and treatments that are important to clinical care.

Documentation should include:

- i) Supporting letters from department chairpersons or section directors.
- ii) Supporting letters from colleagues or former trainees.
- iii) Patents on new clinical techniques, procedures and treatments.
- iv) Educational materials on new techniques, procedures and treatments.

4. Administrative Service

- a. University management is:
- b. Community Service
- c. Rush Medical College and Medical Staff Committees
- d. Faculty Service

2.

Associate Professor

In general candidates for the rank of Associate Professor should satisfy the following criteria:

- a. Candidates for the rank of Associate Professor must hold an advanced graduate degree.
- b. Candidates must have gotten approval from his/her Advisory Committee.
- c. Candidates for the rank of Associate Professor are expected to have served a minimum of 5 years at the rank of Assistant Professor (or its equivalent) at Rush Medical College or a similar institution. Exceptional progress can be considered in accelerating promotion to senior rank, but this needs to be well documented by supporting materials.
- d. Candidates are expected to have demonstrated superior performance, growth, and the promise of leadership in at least two categories of the Specific Criteria for promotion. (See Page 10, Section B). Teaching and research and/or scholarly activity are critical to the mission of the Institution. Therefore, one of the two areas of excellence must be teaching or research and/or scholarly activity. Exceptions may be considered on individual basis.
- e. Candidates should have exhibited a commitment and capability to provide either clinical and/or administrative service for the institution.

- Teaching
- Research/scholarly
- Clinical
- Administrative

- f. Candidates for the rank of Associate Professor should possess significant potential for leadership in academic activities and should, therefore, have achieved at least local or regional recognition in their chosen area.

3. Professor

- a. Candidates for the rank of Professor must hold an advanced graduate degree.
- b. Candidates must have gotten approval from his/her department Advisory Committee.
- c. Candidates for the rank of Professor are expected to have served a minimum of 5 years at the rank of Associate Professor (or its equivalent) at Rush Medical College or a similar institution. Exceptional progress can be considered in accelerating promotion to this rank, but this needs to be well documented by supporting materials.
- d. Candidates are expected to have demonstrated superior performance, continued productivity, and proven leadership in at least two of the Specific Criteria for promotion. (See page 10, Section B). Teaching and research and/or scholarly activity are critical to the mission of the Institution. Therefore, superior performance in these two areas is required, although in some circumstances, exceptional achievement in clinical or administrative service may substitute for either teaching or research/scholarly activity.
- e. Candidates should have demonstrated a leadership role in the clinical and/or administrative service areas. Significant activity in one of these areas (in addition to the areas listed in d.) is desirable for candidates for Professor.
- f. Since candidates for Professor must have evidence of proven academic leadership, it is expected that they will have acquired national or international recognition in their area of expertise and demonstrate promise of continued productivity.

•Teaching

+

•Research/scholarly

•Clinical

•Administrative

- d. Candidates are expected to have demonstrated superior performance, growth, and the promise of leadership in at least two categories of the Specific Criteria for promotion. (See Page 10, Section B). Teaching and research and/or scholarly activity are critical to the mission of the Institution. Therefore, one of the two areas of excellence must be teaching or research and/or scholarly activity. Exceptions may be considered on individual basis.

- d. Candidates are expected to have demonstrated superior performance, continued productivity, and proven leadership in at least two of the Specific Criteria for promotion. (See page 10, Section B). Teaching and research and/or scholarly activity are critical to the mission of the Institution. Therefore, superior performance in these two areas is required, although in some circumstances, exceptional achievement in clinical or administrative service may substitute for either teaching or research/scholarly activity.

Steps in the Promotion Process

- Start as soon as you become Assistant Professor
- Discuss your level of preparedness at annual reviews with your chairperson
- Preparation for the next step is a continuous process
- Initiation by faculty/chairperson
- Package
 - CV
 - Chair's Letter
 - Evaluation letters
 - Endorsement letters
 - Advisory Committee approval
 - Reprints (if research is one of the grounds)
 - Any additional supporting documentation
- Package submission to the Medical Staff Office
- Approval by the Dean
- COSFAP chair review & assignments
- COSFAP committee review (3 members) & approval
- Faculty Council review & approval



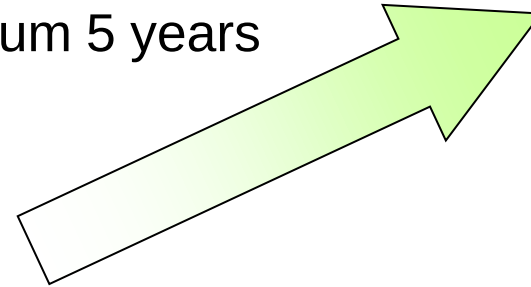
Timeline of the process



Self empowerment!

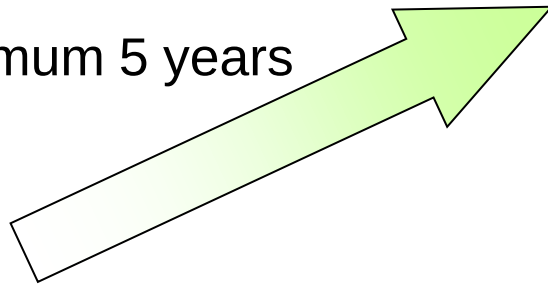
Professor

Minimum 5 years



Associate Professor

Minimum 5 years



Assistant Professor

initiation

Package
submission
Med Staff
Office

COSFAP Review
& Approval

Solicitation
of letters

Approval by
the Dean

Faculty Council
Review & Approval

0

5y

1

2

3

4

5

6

7

month

Work towards next step

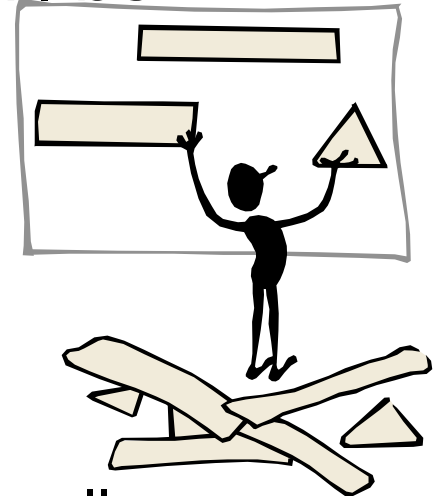
Nomination Packet

Clearly identified sections and subsections:

- **Department Chairperson's letter:**
 - Grounds for promotion
 - Candidate's role in the department's programs
 - Summary of each area of performance
 - Summary of letters/distinction between evaluation and endorsement letters
 - Recommendation of the Advisory Committee
- **Letters of support (signed!)**
 - Letters of evaluation **3/5**
 - Letters of endorsement
- **Curriculum Vitae** (COSFAP CV template format)
- **Reprints 3** (required if basis of promotion includes research)
- **Teaching documents** (required if basis of promotion includes teaching)

What are the changes?

- Only packets that are in compliance with COSFAP Policies and Procedures will be reviewed by the Committee
- Eligibility with advanced degree only
- Department Chairperson's letter
- CV format
- Advisory committee approval
- Requirements for documenting teaching excellence
- Requirements for evaluation letters (independent assessment) +statement: "would qualify for the promotion in any of the tracks that they use at the evaluator's institution".
- Letters from former trainees



Common mistakes

- Lack of compliance:
 - Chair's letter
 - CV
 - Format
 - Content
 - Ineligible evaluators
 - Insufficient number of evaluation letters
 - Absence of teaching documentation
 - Absence of letters from former trainees



- **What happens if:**
- **Chairperson will not promote you**
- **Talk to him/her and ask what else you need to do to get promoted. Get it in writing.**
- **At any one time, it is your right to file a grievance against the individual whom you think unfairly blocks your promotion from going ahead.**

What happens if:

**Advisory committee of the
Department will not support your
promotion**

**The Chairperson of the Department still could
put you up for promotion**

What happens if:

You do not know where your application is at any one time

You have the right to know where your application is. When all else fails, the person most likely to know is Lolesia Johnson in the Medical Staff Office (2-5496)

What happens if:

You heard your application was Tabled by COSFAP

Your Chairperson will in this case have received (or will receive within a few days) a letter outlining what additional information the committee would like to receive before it makes a decision. Ask your Chairperson to see the letter. Note that your Chairperson also can appear in person before COSFAP at its next meeting to clarify the situation. Also, should he/she be willing to do so, your chair can plead to case (to explain why you deserve to be promoted).

What happens if:

**Your application is disapproved by
COSFAP**

**Things could be worse. Your Chair can resubmit
an amended application.**

Conclusions:

More than 90% of applications presented to COSFAP are approved, either directly or soon thereafter (after answering a question raised by COSFAP).

More often than not, applications who are disapproved are subsequently approved when a revised version is submitted six or more months later.

The applicant and his/her Chairperson really have the fate of the applicant in their hand.

Conclusions



- **GOOD LUCK !!!**

Do not Despair

No Magic is involved in the process



Goal: To make promotion a happy journey

My contact info:

Susanna_Chubinskaya@rush.edu

phone: 26699