

The Center for Faculty  
Development & Diversity presents...

# Demystifying Promotions Assistant to Associate Professor

Wednesday, March 5, 2008

12:00 – 1:30 PM



# Program

- ◆ Academic Perspective ~ Dr. Julie E. Buring
  - Evolution of Criteria
  - Key Changes

*Professor of Medicine*  
*Deputy Director, Division of Preventive Medicine*
  
- ◆ Process Perspective ~ Dr. Mary Clark
  - Steps to Promotion
  - Timing and Evidence

*Consultant on Faculty Development*
  
- ◆ Experience Perspective ~ Dr. Jo Shapiro
  - What does it mean for you

*Associate Professor Otolaryngology & Laryngology*  
*Chief, Division of Otolaryngology*  
*Associate Director, Partners Office of Graduate Medical Education*



# Evidence

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- Curriculum Vitae
- Letters of Reference
- Nominating Letter from Department  
    Head to Dean
- Copies of Publications *(as required)*

# HMS CV Format at www.hms.harvard.edu/fa/handbook/purplebook Section XV

► eCommons

FIRST

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## FIRST: MARY BELL CLARK

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# Letters of Reference

From those who have knowledge of your professional contributions

## Internal:

- Senior Research and Clinical Colleagues
- Committee Chairs
- Training Program Directors
- Mentors
- Teaching Program Leaders

## External:

- Senior Researchers in field (competitors)
- Senior clinicians nationally (known from professional societies,
- editorial roles, national committees, etc.)

# List of Potential Referees

Are trustworthy, have good judgment, are liable to reply, have current information about your contributions.

Name	Title	Address	What Information They Have
Inside HMS			
Outside HMS			
Independent Referee			



# Department Head's Letter

(Often written in collaboration with Division Chief)

Describes:

- Academic History
- research history, current and projected work
- teaching roles and contributions
- clinical service
- departmental and administrative contributions
- special rewards / prizes / recognition

# Publications / Communications

- These articles may be original papers, clinical communications, detailed syllabi, reviews, chapters, CD's, videos, etc.
- Two copies of two articles for Assistant Professor
- Two copies of five articles for Associate Professor

Choose those articles:

- That you have made a major contribution to
- on which you are first, second, or last author (if second author, attach a paragraph explaining your important contribution)
- that reflect your recent work more than your early work
- that have had the greatest impact on the field

# Term Appointments Process

Assistant and Associate Professor

- LOCAL INSTITUTION
  - Candidate considers promotion and prepares CV.
  - Candidate discusses promotion with Division Chief/Department Head.
  - Department collects evidence for nomination: CV, letters of reference, nominating letter to Dean, copies of publications.
- MEDICAL SCHOOL
  - Nomination goes to Executive Committee of Department for Consideration.
  - Nomination goes to Dean's Office at HMS.
  - Nomination is checked to assure necessary information is submitted, including search process for first appointments.
  - Nomination is sent to Promotions, Reappointments, and Appointments Committee (P&R)
- UNIVERSITY
  - Nomination is considered and given final approval by President and Provost of Harvard University.
  - Notice of Appointment is sent to Dean's Office and then to Department Head.
  - Letter of confirmation is sent to Faculty Member from Secretary to the University.

# Sculpting a career

Jo Shapiro, M.D.

Center for Faculty Development and Diversity

Brigham and Women's Hospital

March 2008



This is a process, not an event

Full disclosure...

My life is not a randomized  
controlled trial

# Less of a roadmap, more of a series of touchstones

- The vision thing
- Know thyself
- Rules of the game
- Tension management
- Choose mindfully
- Letting go
- Mistakes as opportunity

The vision thing

# Visions

- Integrity
- Make a difference/give back
- Be valued
- Enjoy the journey
  - Keep learning

# Honing in

- Patient care
- Education
- Cultural change: physician support

Know thyself

“To be authentic is literally to be your own author...to discover your own native energies and desires, and then to find your own way of acting on them. ”

Bennis. p45

Rules of the game

Rewards and punishments

# Are you willing to live what you believe?

“In acting on what matters, we are leaning against the culture, and we may be disappointing those around us who have adapted to the way we used to be.”

Block, P. The Answer to How is Yes. (p.29)

# Polarity management

- Work
- Service throughput
- Productivity
- Professional citizenship
- Family/community
- Teaching/research
- Spaciousness
- Personal

Choose mindfully

Letting go

# Skills acquisition

- Negotiation
- Conflict resolution
- Giving feedback
- Management
- Presentation skills
- Budgeting
- Grant writing
- Rock climbing

Mistakes as opportunities

Enjoy the ride

Thanks for asking me to speak  
with you

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