

The Center for Faculty  
Development & Diversity presents...

# Demystifying Promotions Instructor to Assistant Professor

Monday, February 11, 2008

12:00 – 1:30 PM



# Program

- ◆ Academic Perspective
  - Evolution of Criteria
  - Key Changes
- ◆ Process Perspective
  - Steps to Promotion
  - Timing and Evidence
- ◆ Experience Perspective
  - What does it mean for you



# 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

logout

## FIRST: MARY BELL CLARK

[\[My HMS CV\]](#)

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**General**

Research/Clinical/Teaching

Bibliography

NIH Biosketch

Reports

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Click an item to enter information for that item. Starred (\*) items are required for the HMS Annual Report.

denotes an item without previously entered information.

denotes an item with previously entered information.



# 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 References

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

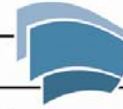
Assistant and Associate Professor

- 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.



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# Demystifying Promotions

## From Instructor to Assistant Professor

### 10 Tips for Success

**Christian Arbelaez, MD, MPH**

Assistant Professor of Medicine, Department of Emergency Medicine

Associate Director, Office for Multicultural Faculty Careers

February 11th, 2008



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## 1. Develop your Strategy for Academic Success

- ✓ Mentorship
- ✓ Self-Reflection
- ✓ Goals
- ✓ Analyze the environment
- ✓ Knowledge and skills
- ✓ Action plan
- ✓ Timelines
- ✓ Milestones for success (**HMS Promotion**)
- ✓ Networking
- ✓ Collaboration/Partnerships



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## 2. Prepare your CV\*\*

- Gather all of the documents
- Don't be shy
- See annotated tips for putting your CV in HMS format
- Ask for help from your administrative assistant
- Update it regularly



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### 3. Use all of the Resources Available to You

- Your mentors and colleagues
- Department administrators
- BWH:CFDD
- Dr. Mary Clark
- HMS: Faculty Affairs



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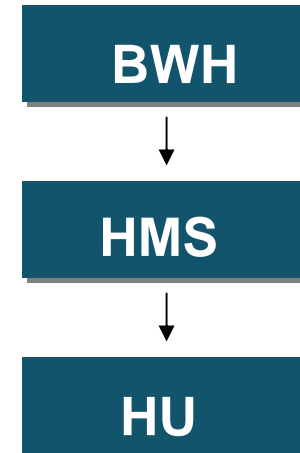


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## 4. Understand the Process

- Know the criteria
- Know when you will be ready
- Know the key steps that you can affect





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## 5. Build Your Portfolio

- Develop an area of excellence and a strong local reputation
  - Clinical reputation and leadership
  - Teaching



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## 6. Talk with your Chair\*\*

- Begin the Divisional/Departmental process
- Know who is in charge
- Know how long it takes
- Know what documents are needed



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## 7. Choose your 2 Scholarly Contributions Wisely\*\*

- Discuss with mentors and chair
- Major contributions showing greatest impact
- Recent work at BWH



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## 8. Choose your Referees Wisely\*\*

- Discuss with mentors and chair
- Need 5-8 Referees
  - 2 Outside HMS (hardest to find)
- Know the Rules
  - You cannot contact them
  - They cannot contact you



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## The Impartial Reviewer:

- No vested interest in the appointment
- Provides an objective assessment
- The HMS P&R Committee
  - always expects a letter from someone whose academic affiliation is outside Harvard University and who has not trained with the candidate, worked with the candidate, written with the candidate, or collaborated with the candidate
  - An "outside" referee may, for example, be someone in the field, someone who heard the candidate lecture, someone who has read his/her papers, or someone who knows of his/her work through interaction in national committees or professional societies



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## 9. Stay Engaged and Participate in the Process

- Be thoughtful and considerate
- Check on your departmental status online
  - CAPS (Credentialing, Appointment, and Promotion System)
- Provide quick turnarounds on documents
- Timing is everything
  - Be aware of December/August/September



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## 10. Celebrate your Accomplishment

- With your administrative assistant
- With your family
- With yourself



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