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Promotion in the Clinical Departments of the
Warren Alpert Medical School at Brown University
## The Basics

### Faculty Tracks

- Clinical Voluntary
- Clinician Educator
- (Research)
- Research Scholar
- Teaching Scholar

### Titles

- Clinical Professor of X
- Professor of X (Clinical)
- Professor of X (Research)
- Professor of X
- Professor of X
Faculty Tracks

Hospital/Affiliate Employed → Search Required or exception granted → Research Scholar (Research) → Teaching Scholar

Hospital/Affiliate Employed → No Search Required → Clinician Educator

Private Practice/Community Based or Hospital/Affiliate Employed → No Search Required → Clinical Voluntary
Faculty Types: BioMed Groups

- Clinical: 1313
- Academic: 628
- Basic Science Campus, 119
Term Limits (Up-Or-Out)

Research Scholar, Teaching Scholar:
- Instructor: one 2-year term
- Assistant Professor: three 3-year terms

(Research)
- Instructor (Research): one 2-year term
- Assistant Professor: no limit

Clinical Voluntary, Clinician Educator
- No term limits at any rank
Research Scholar Track Expectations

- Independent, productive research program
- Continuous record of scholarly productivity
- National reputation as a research scholar
  - International reputation for Professor
- Continuous record of excellent teaching
- Clinical skills – *positively considered*
- Service contributions – *positively considered*
Teaching Scholar Track Expectations

- Major teaching role
  - New or different teaching activities for Professor
- Excellence in teaching
- National reputation as a teaching scholar
- Continuous record of scholarly productivity
- Clinical skills – *positively considered*
- Service contributions – *positively considered*
(Research) Track Expectations

- Independent/collaborative research program
  - Independent research for Professor
- Continuous record of scholarly productivity
- National reputation as a research scholar
  - International reputation for Professor
- Clinical skills – *positively considered*
- Teaching or Service contributions – *positively considered*
Clinical Voluntary Track Expectations

- Excellence in teaching, counseling, and mentoring
- High level of clinical skill
  - “Senior physician” for Professor
- Acknowledged standing in the community
  - Leadership position for Professor
- Scholarly publications – *positively considered*
  - Required for Professor
- 100 hours of service/teaching per year
Clinician Educator Track Expectations

- Excellence in teaching
- Contributions to clinical service or research program
- Leadership participation in regional professional societies
  - National reputation for Professor
- Continuous record of scholarly productivity
- Service contributions – positively considered
- 200 hours of service/teaching per year
Teaching Scholar/Research Scholar
Assistant Professor at Brown

- First three-year term:
  - Faculty and mentor/supervisor/chair plan career focus
  - Informally decide track by end of first term

- Second three-year term:
  - Continue work on goals

- Third three-year term:
  - Declare track
  - Prepare promotion dossier in Year 7 for review in Year 8
Faculty Dossier: Who is responsible?

**Candidate:**
- Updated CV
- Personal statement
- Teaching dossier (Teaching Scholar)
- Teaching hours (CE, CV)
- Research responsibilities
- Evaluations (not for Research)
- Suggestions for external referees

**Department:**
- Chair and Chief letters of support
- Department promotions committee report
- Sample letter sent to referees
- Referee letters (dept. and candidate selected)
- Teaching evaluations
Curriculum Vitae

- Use the Brown format

- Do everything you can to make the reviewers’ job easier
  - Highlight your name on pubs
  - Separate presentations into local, regional, national, international
  - Organize professional organizations activities with listings of role

- Get feedback from colleagues, chief, promotion committee, chair

- Review CV of recently promoted faculty member

- Don’t include “fluff”
What not to include in CV

• Personal Information: marital status, children
• APGAR score
• Anything that happened in high school
• Any award/honor that requires you buy something
• Athletic achievements (unless Olympic level) or hobbies if not relevant to work

“Oops! The padding just fell out of your résumé.”
Reviewer Letters

**Purpose:** Objective and unbiased assessment from experts in your discipline regarding national/international reputation and standing in community

- Referees must be at your promotion rank or higher
- Referees chosen are leaders in their field. They may not know you specifically but are provided with your dossier for their review
- Candidate-selected letters **may** include/Dept. selected **may not** include:
  - Former mentors, mentees, collaborators, co-authors
- Describe relationship between letter writer and candidate
Teaching Dossier Components

- Maintain a ongoing record of all teaching activities
- Role in course or rotation
- Dates, numbers of and types of learners
- Awards received
- Evaluations (for classes, lectures and presentations)
- Scholarly contributions listed on Web
Research Components

- Publications resulting from research
- Research grants
  - Granting agency
  - Title of award
  - Role in grant
  - Direct costs
  - Inclusive years of award
- Research trainees
Teaching Evaluations
(Does not apply to (Research) faculty)

It is the faculty member’s responsibility to obtain evaluations

- Keep a file of any evaluations received

- Electronic evaluation systems:
  - OASIS (Brown medical school students)
  - E-Value (GME programs)

- Ask program administrators for help
  - Clerkships, residencies, fellowships, CME
Personal Statement

• Keep it brief – 2 pages or less

• Tell the story of your career path - biographical essay

• Explain what might not be clear from your CV

• Help the reader understand who you are, what you do and what gives you joy in your career. Remember your track.

• Present your goals/aspirations and how you hope to realize them. Remember your track.

• Don’t simply redo CV in complete sentences
The Promotion Process

Spring: Year 7

- Candidate and Dept. Chair decide if time is right for promotion
- Candidate confirms track
- Candidate informed of departmental deadlines and prepares promotion documents
  - CV, referee list, teaching dossier (if applicable)
- Preliminary departmental review
- Promotion Committee/Dept. Chair informs candidate about going forward for promotion

* Process timing uses Academic Assistant Professor as a guide
The Promotion Process

Summer: Year 7/8

- Department solicits referee letters for approved candidates
The Promotion Process

Fall/Winter/Spring: Year 8

- Dept. Promotion Committee reviews completed dossiers and recommends candidate to Chair

- Department submits completed dossier to BMFA

- CMFA reviews dossiers and votes on promotions
  - Dept. may submit an updated CV to CMFA before review
## Timeline Examples: Teaching Scholar/Research Scholar

### Timeline for Assistant Professor: Standard

<table>
<thead>
<tr>
<th>Academic Year 1</th>
<th>Academic Year 2</th>
<th>Academic Year 3</th>
<th>Academic Year 4</th>
<th>Academic Year 5</th>
<th>Academic Year 6</th>
<th>Academic Year 7</th>
<th>Academic Year 8</th>
<th>Academic Year 9</th>
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</thead>
<tbody>
<tr>
<td>Assistant Professor – Term 1</td>
<td>Assistant Professor – Term 2</td>
<td>Assistant Professor – Term 3</td>
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### Timeline for Assistant Professor: 2 x 1-Year Extensions

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<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor Term 1</td>
<td>Assistant Professor – Term 2 with 2 extensions</td>
<td>Assistant Professor – Term 3</td>
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Variations on Timeline for Promotion Teaching Scholar/Research Scholar

- **Term Extensions**
  - Up to three 1-year extensions
  - Request must be submitted within one year of the event

- **One-year Notice of Non-Renewal**
  - Faculty can be reviewed in Year 9 if they waive their notice

- **Track Switching**
  - Must wait one academic year for promotion
CMFA

- Reviews all senior-level promotions and appointments in clinical departments
- Meets throughout the academic year
- All CMFA members read your dossier and formulate questions for the Dept. Chair
- Dept. Chair presents your dossier/answers questions/makes clarifications

Membership
- Full professor
- Medical academic or campus-based tenured
- Staggered 3-year terms
- 5 elected from medical academic faculty
- 1 elected by Program in Biology
- 1 elected by School of Public Health
- 3 elected by Brown University Faculty Governance
The Promotion Process
Post – Department Approval

CMFA → Dean → Provost → President → Corporation

Chair may inform candidate of CMFA vote

BMFA Letter to candidate pending corp. approval

As of July 1, candidate may use official title
TIPS FOR SUCCESS
Tips for Success in the Promotion Process

- Understand promotion criteria
- Understand promotion criteria
- Understand promotion criteria

- Cultivate mentors/sponsors
  - Seek guidance early and often
  - Especially important to help develop national reputation

- Decide career niche early – set goals annually
  - Use annual review process to assess your progress

- Update CV regularly
- Time management is crucial
- Keep a promotion file
- Request review by department chair and/or BMFA
Tips for Success in the Promotion Process

Publications

- First authorship – don’t rush to be senior author until Associate Professor

- Abstracts into publications

- Peer-reviewed publications vs. book chapters; case reports are helpful for clinical faculty
Tips for Success in the Promotion Process

Research

- Establish your niche and develop a track record as an independent investigator
  - Research too closely tied to your mentor could be problematic when soliciting referee letters

- Apply for grants often and early: non-industry grants count

- Do not focus only on R01s
Tips for Success in the Promotion Process

Teaching/Education

- Keep records of ALL invited presentations (e.g., CME talks, Grand Rounds)
- Save all evaluations
- Update your teaching dossier regularly
- Keep a list of mentees
Tips for Success in the Promotion Process

National and International Reputation/Service

- Get involved with professional organization(s)/take on a leadership role
- Say “yes” to study sections
- Be a good citizen, but don’t give away all your time