

# Developing an Academic Portfolio for Appointments and Promotions

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# Objectives

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- **Describe the promotions process for faculty members**
- **Identify ways to optimize your academic credentials to facilitate academic promotion**

# Preface

- ***“Our goal is to make obtaining academic appointments and promotions for all appropriate faculty as easy as possible, while adhering to the necessary institutional rules from USF MCOM and Lehigh Valley Health Network.”***

# Academic Nomenclature

***'What's the use of their having names the Gnat said, 'if they won't answer to them?'***

***'No use to them,' said Alice; 'but it's useful to the people who name them, I suppose. If not, why do things have names at all?'***

***'I can't say,' the Gnat replied.***

***Lewis Carroll (1832 - 1898)***

# Academic Nomenclature

- **Title, rank, pathway, path, prefixed, non-prefixed, clinical, affiliate, volunteer, core, academic, instructor, assistant, associate, professor**  
**.....OH MY!!!!!!**

# Academic Nomenclature

- Some nomenclature institution-specific

**USF is among the most complicated of all**  
**US medical schools**

# Academic Nomenclature

- **Universal nomenclature for RANK**
  - Instructor
  - Assistant professor
  - Associate professor
  - Professor
- **USF-specific nomenclature for Pathway**
  - Clinician Educator (clinical)
  - Research/Scientist Educator (non-clinical)

# Academic Nomenclature

- **USF LV-specific title nomenclature**
  - **Non-prefixed (academic)**
  - **Prefixed (educational)**
    - **Clinical**
    - **Affiliate**
- **This is different from USF-Tampa**
  - **Prefixed titles at Tampa are VOLUNTEER**
  - **Prefixed titles at LV are still core**
- **LV faculty ARE core faculty (NOT volunteer)**



# LV Academic Title Nomenclature

- **“Academic” Faculty (Non-Prefixed)**
  - Non-prefixed titles
  - Reviewed and approved only at USF (vetted at LV)
  - More stringent set of academic credentials
  - Minority of LV Faculty
  - Criteria focused on scholarly/research accomplishments, educational efforts, clinical accomplishments and service.
  
- **Clinical/Affiliate “Educational” Faculty (Prefixed)**
  - Prefixed “Clinical” or “Affiliate”
  - Approved at Lehigh Valley through our own A&P committee
  - Criteria focused on educational efforts, clinical accomplishments and service,
  - Scholarly activity is encouraged
  - (Non-clinicians will use Affiliate as the prefixed title)

# Summary of USF-LV Appointments

## ■ Pathway

- **Clinician Educator**
  - Clinicians of any type
- **Research/Scientist Educator**
  - Non-clinicians of any type

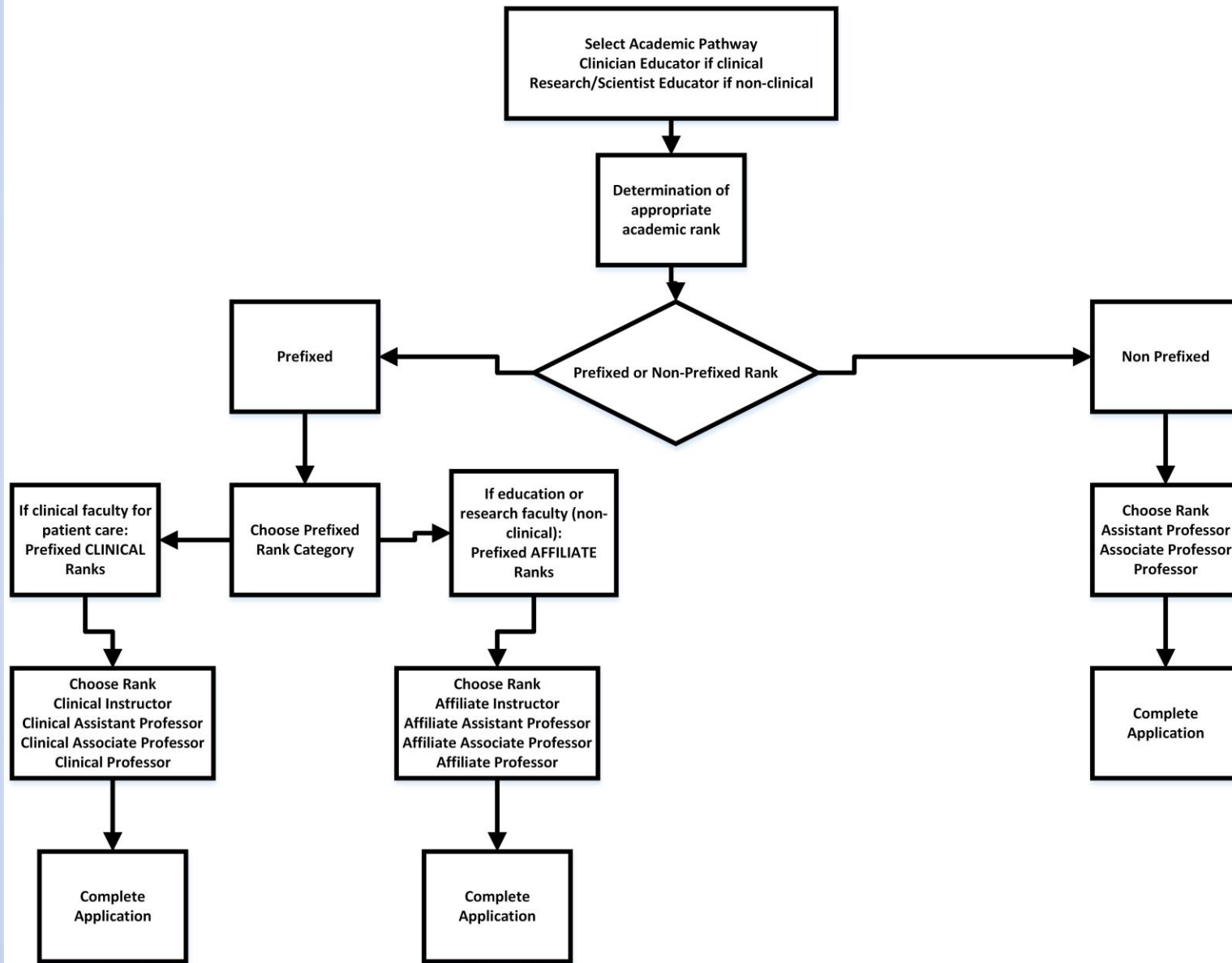
## ■ Rank

- **Instructor, Assistant Prof, Associate Prof, Prof**

## ■ LV Title

- **Prefixed (Clinical or Affiliate) or Non-Prefixed**

### Flow Chart to Guide Selection of Correct Academic Title Category



# USF-MCOM Tampa

- **19 different combinations of academic titles and rank categories!**
- **We are lucky!**

# USF MCOM-LV Summary

- |                                         |                  |
|-----------------------------------------|------------------|
| ■ <b>Prefixed faculty</b>               | <b>93</b>        |
| ■ <b>Non-Prefixed faculty</b>           | <b>385</b>       |
| ■ <b><u>Applications in process</u></b> | <b><u>30</u></b> |
| ■ <b>Total</b>                          | <b>508</b>       |
- 
- **Possibly eligible for promotion ~140**

# Promotion Process

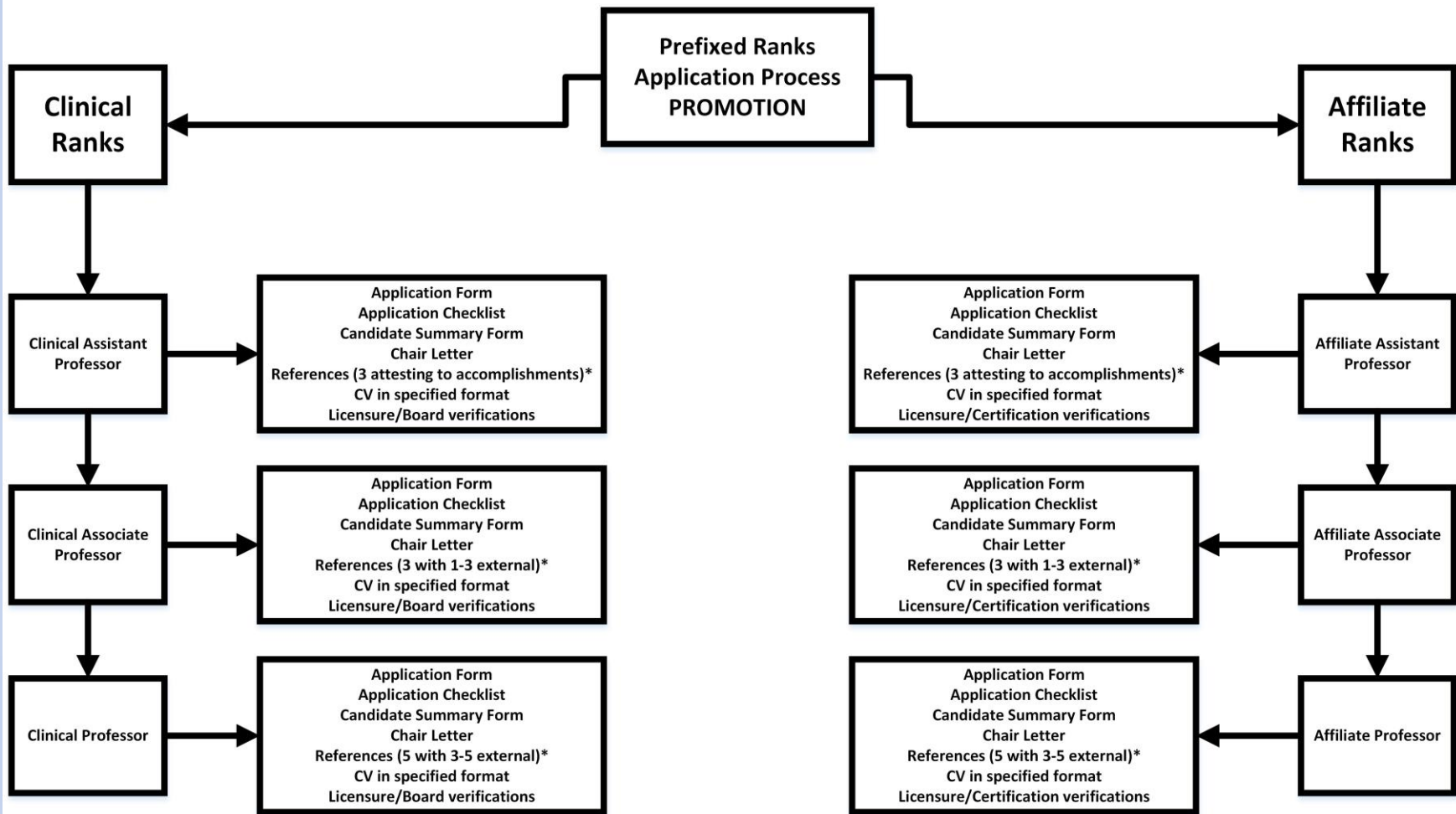
***“I put my heart and my soul into my work,  
and have lost my mind in the process.”***

***Vincent van Gogh***

# Promotion Processes

- **Non-Prefixed and Prefixed differ**
- **Time at rank (minimum of 5 years)**
- **Must show academic progression for reputation and accomplishments**
  - **Education**
  - **Service**
  - **Clinical**
  - **Scholarly activity**
- **Focus on Prefixed**

### Flow Chart to Guide Promotion Appointment Process: Prefixed Ranks



\*References must be from individuals who hold an academic rank equal or greater than the proposed rank of the candidate.



# Instructor to Assistant Professor

- **Promise of continued growth as a teacher**
- **Promise of substantive contributions in the area of service to the University, institutional educational programs, profession and/or public.**
- **The doctorate or the highest degree appropriate to the field (or, the equivalent based on professional experience consistent with accreditation standards).**
- **Personal scholarly activity and support of other scholarly activities at Lehigh Valley or USF-MCOM-Tampa is encouraged including activities with a discipline related department at the Morsani College of Medicine.**
- **Substantial activities in practice/quality improvement or service delivery are encouraged.**

# Assistant to Associate Professor

- A documented and quantified record of sustained excellence in teaching or other comparable activity appropriate for the unit, such as participation in the SELECT program and/or residency training programs

# Assistant to Associate Professor

- A record of substantive contribution of service to LVHN, the University, profession and/or public, with at least regional recognition of excellence

# Assistant to Associate Professor

- **Personal scholarly activity and support of other scholarly activities at USF-MCOM-LV and/or USF-MCOM Tampa is encouraged.**
- **Current board certification and maintenance of certification in the chosen specialty**

# Associate Professor to Professor

- **Promotion to Professor is not an entitlement but must be justified by a sustained high level of achievement.**
- A record of **substantial contribution** of service to LVHN, the University and to the field, profession or community as appropriate to the mission and goals of the department, USF-MCOM-LV, the SELECT program, and USF-MCOM Tampa.
- Expectations about the level of meaningful service contributions for candidates for professor are **significantly higher** than those for attaining the Clinical Associate rank.

# Associate Professor to Professor

- **Compelling evidence of significant achievement in candidate's discipline or professional field at the national or international level.**
  - **Clinical, educational or administrative accomplishments.**
  - **Any recommendation for promotion to the rank of Clinical Professor must contain evidence that such distinction has been identified.**

# Associate Professor to Professor

- **Evidence of effective ongoing engagement with students**
- **Participation in curriculum development is strongly encouraged.**
- **While not absolutely required, evidence of personal scholarly activity and support of other scholarly activities at USF-MCOM-LV and/or USF-MCOM Tampa is strongly encouraged.**

# Prefixed Titles Promotion

- **2 Critical documents**
  - **CV**
    - Consistent format
    - Up to date
    - Opportunity to brag, **NOT** humility
  - **Application form**





**PROMOTION APPLICATION ACCOMPLISHMENT SUMMARY FORM**  
 Clinical or Affiliate (Prefixed) Faculty  
 USF Morsani College of Medicine – Lehigh Valley

Date of Application: \_\_\_\_\_

Name: \_\_\_\_\_ Degree: \_\_\_\_\_ USF FTE: \_\_\_\_\_

Department: \_\_\_\_\_ Division: \_\_\_\_\_

Faculty Rank: \_\_\_\_\_ Since: \_\_\_\_\_ USF Faculty Since: \_\_\_\_\_

Applying For:  Promotion to **Clinical or Affiliate Assistant Professor** (circle title prefix)  Promotion to **Clinical or Affiliate Associate Professor** (circle title prefix)  
 Promotion to **Clinical or Affiliate Professor** (circle title prefix)

Pathway:  **Clinician Educator**  
 **Research Scientist/Educator**

Assigned Duties:  
 Teaching: \_\_\_\_% Research: \_\_\_\_% Clinical: \_\_\_\_% Service: \_\_\_\_% Admin: \_\_\_\_%

Briefly summarize major activities and accomplishments during the past five years in the following areas:  
 Teaching (Highlight any regional, national and/or international accomplishments or activities):

Research/Scholarship:

Service (Highlight any regional, national and/or international accomplishments or activities):

Clinical (Highlight any regional, national and/or international accomplishments or activities):

Administration:

Grants, Contracts and Awards: (Include your role in project, e.g., PI)

Funding Source	Grant No/Tr(s)	Start Year	# of Years	Annual \$	Role	% Time	# Co-PI(s)	% Time

Publications: (List total number in each category, as well as number in which you were the primary/senior author as reflected by being primary author, corresponding author or senior supervising author for mentored publications)

	Past Five Years		Entire Career	
	Total	Primary/Senior	Total	Primary/Senior
Books				
Chapters and Monographs				
Refereed Articles				
Non-refereed Articles				
Other Articles				
Abstracts				

# Application Process

- Meet with Dept Chair or designee (choose rank)
- Dept personnel provides application documents
- Complete application and submit to Dept personnel
  - Confirms (transcript, board certification, PA license)
- Dept Chair provides letter of recommendation
- Deptt personnel submits to DOE.
- DOE requests letters of reference
- Lehigh Valley A&P committee recommends or denies appointment based on review of application.
- DOE submits approved applications to USF-MCOM Tampa OFA
- Letters of offer will be sent by the USF-MCOM Tampa OFA to DOE.
- DOE will send the received letter of offer to the faculty member (and departmental representative) who will return the signed letter to the DOE for transmittal to the OFA

# Optimizing Academic Credentials

***“Humility is not a virtue when you are trying to convince potential strangers on a committee that you have enough accomplishments to be promoted academically. Completeness, accuracy and clarity are virtues.”***

**JCS**

# Education

- **Participate with students and residents**
  - Clinical preceptor
  - Coaching or doctoring mentor
  - Lecturer
  - Program leader
  - Summer immersion mentor
  - Research mentor
  - Capstone project mentor
  - Admissions committee
  - Curriculum development
  - Other related activities
  
- **Other learners**
  - Community, staff, etc

# Education

- **Never turn down an opportunity to speak at a conference or in the region in any forum**
  - **Ask for feedback**
- **If you do not regularly get opportunities, you can ask for help within depts**

# Service

- **Service on LVHN committees**
- **Service on other local, regional or national committees for the given specialty or for the broader medical community**
- **Scholarly presentations (local, region, national, international)**
- **Evidence of scholarly approach to quality improvement, novel service delivery, patient education, community engagement, population health and application of evidence-based medicine especially those involving learners in the process.**

# Clinical

- **Recognition of clinical excellence**
  - Awards, articles, interviews, etc
  - Invited presentations
  - Invited committees, service recognizing expertise
- **Regional referral pattern for clinical care**
  - Personal
  - Practice-based
  - Institutional structure-based

# Scholarly Activities

## ■ Traditional

- Peer-reviewed publications
- Invited publications
- Chapters
- Abstracts presented at scientific mtgs
- Grants (national, regional, national)
- Research programs
- Reviewer participation
  - Grant panels
  - Journals



# Scholarly Activities

## ■ Less traditional

- Scholarly presentations on areas of subject matter expertise (program summaries)
- Evidence of scholarly approach to
- Quality improvement
- Novel service delivery
- Patient education
- Community engagement
- Population health
- Application of evidence-based medicine esp. those involving learners in the process.

# DOCUMENT!!!!

**I bought a doughnut and they gave me a receipt for the doughnut... I don't need a receipt for the doughnut. I give you money and you give me the doughnut, end of transaction. We don't need to bring ink and paper into this. I can't imagine a scenario that I would have to prove that I bought a doughnut.**

**To some skeptical friend, 'Don't even act like I didn't get that doughnut, I've got the documentation right here... It's in my file at home. ...Under "D".'**

***Mitch Hedberg***

**Questions???**

# Postscript

**If you need to invoke your academic pedigree or job title for people to believe what you say, then you need a better argument.**

**Neil deGrasse Tyson**