The Candidate’s Role in the Appointment and Promotion Review Process

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Clinician Educator Appointments & Promotions Committee
Dr. Janice Lowe, Associate Dean for Academic Affairs, Clinical Professor of Pediatrics
Dr. Bernard Dannenberg, Clinical Professor of Emergency Medicine
Dr. John Mark, Clinical Professor of Pediatrics
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Agenda

• Criteria

• Feedback/Counseling at the department level prior to reappointment or promotion

• Developing Recognition

• Review Process

• Evidence

• CV

• Candidate’s Statement
Criteria for Clinical Assistant Professor

• Demonstrated excellence in the overall mix of clinical care, teaching, administrative and/or scholarly activities. There should be evidence that the candidates will successfully continue to fill the programmatic need for which the appointment is made and to make meritorious contributions to the discipline and to the School.
Criteria for Clinical Associate Professor

• Demonstrated excellence in the overall mix of clinical care, teaching, administrative and/or scholarly activities. There should be evidence that candidates have attained regional recognition as superior clinicians, teachers, institutional leaders and/or scholars. There should be evidence that the candidates will successfully continue to fill the programmatic need for which the appointment is made and to make meritorious contributions to their discipline and to the School.
Criteria for Clinical Professor

• Demonstrated exceptional performance in clinical care, teaching, administrative and/or scholarly activities and who are widely recognized as leaders in their field. There must be evidence that these individuals have attained national recognition as superior clinicians, teachers, institutional leaders and/or scholars and that they have demonstrated continuing excellence and progressive maturation as physicians and teachers, and that they will successfully continue to fill the programmatic need for which the appointment is made and to make outstanding contributions to their discipline and to the School. They may be recognized nationally as leaders of the health care system or of organizational change and measurement of health care systems.
Special Cases

• In *special* cases, other factors may be considered for promotion for those individuals who do not have regional or national prominence, including *extraordinary contributions* in such broadly defined areas as teaching and clinical excellence, clinical innovation, program building and/or administrative activities.
Supporting Early Career Faculty

• Providing support, guidance, advice and feedback to early career faculty is a high priority.

• The School of Medicine expects that counseling and mentoring will occur on a regular basis.
Counseling

- Counseling is the first aspect of guiding early career faculty.
- It entails providing feedback on performance relative to the standards for reappointment and promotion.
- A counseling session should be performed at least annually to review the performance of early career faculty in light of the criteria for reappointment or promotion.
- The department is expected to provide annual counseling to all Clinical Assistant Professors and Clinical Associate Professors.
Role of Early Career Faculty in Counseling Meeting

• You should prepare for the counseling meeting:
  – Review the expectations for the line
  – Review the timing of the reappointment or promotion review
  – Bring up-to-date CV and breakdown of effort
  – Bring a list of activities in the planning stage
  – Have specific questions regarding progress toward reappointment or promotion
Topics to be Discussed in the Counseling Meeting

• Criteria and timeline for reappointment or promotion
• Clinical care and teaching activities
• Administrative and/or scholarly activities (if applicable)
• Proportionality of effort in these activities
• Allocation of time (including any planned leaves)
• Academic/professional support (mentors, etc.)
• Achievement of career goals
• Professional development opportunities
• Financial issues
• Personal issues (if applicable)
Developing Clinical Recognition

• Take initiative in guiding, leading and innovating clinical programs
• Network with colleagues on collaborative projects with regional and/or national impact
• Identify a shared need, develop a response and become a leader recognized by the outside community
• Participate in your professional societies and seek leadership roles within them
Developing Teaching Recognition

- Become involved in teaching undergraduates, medical students, residents, fellows, health care professionals, community members
- Teach in CME programs
- Innovate teaching programs and teaching techniques, curricula and media
- Disseminate innovations through professional groups, regional and national meetings, presentations
- Seek opportunities to present at Grand Rounds and conferences outside of Stanford
Developing Administrative/ Institutional Service Recognition

• Become involved in hospital initiatives, regional and national organizations and initiatives
• Become involved in quality initiatives
• Disseminate innovations/quality improvements through professional groups, regional and national meetings, presentations
Developing Scholarly Recognition

- Become involved in clinical research, innovation
- Network with colleagues for opportunities for editorial board service with specialty publications
- Publish articles/chapters/books
- Publications are considered but are not required for promotion
Review Process

Department

Office of Academic Affairs

Clinical Assistant Professor A&P Committee

Vice Dean of SoM (or his/her delegate)

Clinician Educator A&P Committee

Appointment or Reappointment as Clinical Instructor
All Reappointments as Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor
Well Presented Evidence- Referee Letters

Department obtains referee letters

• Strong referee letters provide meaningful evaluations of the candidate measured by the criteria and from the referees’ personal knowledge

• Evaluations for Clinical Associate Professor must explicitly substantiate the candidate’s regional reputation

• Evaluations for Clinical Professor must explicitly substantiate the candidate’s national reputation
Other Required Evidence

• Clinical Excellence Survey

• Teaching Evaluations: As a Clinician Educator it is expected that a proportion of your time is spent educating others about your field of medicine.
  ▪ MedHub
  ▪ Trainee letters
  ▪ Other teaching evaluations (lectures given, classes taught)
Well Presented Evidence

You need to supply for the reappointment/promotion file

• Current and complete CV
• Candidate’s statement
Curriculum Vitae

Formatting suggestion:

• Academic history
  ▪ Colleges and Universities Attended
  ▪ Residency and Fellowship Training
  ▪ Scholarships and Honors
  ▪ Board Certification

• Employment
  ▪ Academic Appointments
  ▪ Other Appointments
Teaching and Clinical Care

- Clinical Teaching Responsibilities
- Other Teaching Experience
- Students / Trainees / Mentorship
- Hospital or Affiliated Institution Appointments
- Hospital and Health Care Organization Service Responsibilities
- Major Administrative Responsibilities or Committee Assignments
Curriculum Vitae (cont.)

- Public and Professional Service
  - Community Service Related to Professional Work
  - Professional Societies
  - Ad Hoc Reviewer
  - Editorial Positions

- Post-Degree Honors and Awards

- Other Study and Research Opportunities
Curriculum Vitae (cont.)

• Bibliography
  ▪ Peer-reviewed Articles
  ▪ Non-Peer-reviewed Articles
  ▪ Book Chapters
  ▪ Books
  ▪ Abstracts
  ▪ Papers and Posters Presented at Meetings
  ▪ Special Materials (editorials, book reviews, letters, epitomes)
  ▪ Digital Publications (software, on-line writings, other scholarly digital creations)
  ▪ Abstracts Not Published in Other Forms
Curriculum Vitae (cont.)

• Invited Presentations
  ▪ Local
  ▪ Regional
  ▪ National
  ▪ International
Candidate’s Statement

Gives you an opportunity to expand upon your contributions.

Guidelines suggest you discuss your:

• Professional interests
• Contributions
• Recognition
Candidate’s Statement (cont.)

• Clinical care contributions
  ▪ Clinical area of expertise and inpatient/outpatient/procedural contributions
  ▪ Interaction with/consultation to other services
  ▪ Outreach contributions
  ▪ Clinical care awards received
Candidate’s Statement (cont.)

• Teaching and other pedagogical contributions
  - Clinical “bedside” teaching contributions – trainee levels engaged
  - Didactic instruction – informal lectures in clinical setting, formal classroom lectures, continuing education
  - Career mentoring and advising contributions
  - Program development – course development and direction
  - Teaching awards received
Candidate’s Statement (cont.)

• Administrative roles, responsibilities and contributions
  ▪ Description, period(s) of time and time commitment(s) associated with administrative role(s) and/or quality improvement roles
  ▪ Specific administrative contributions and their impact
  ▪ Future goals and plans
• Scholarship (as applicable)
  ▪ General description of overall investigative program – goals and accomplishments
  ▪ Major contributions and achievements
  ▪ Major publications and scientific discoveries
  ▪ Major grants and awards
  ▪ Future goals
Candidate’s Statement (cont.)

• Activities that reflect regional or national recognition
  ▪ Service positions related to professional work
  ▪ Major invited presentations
  ▪ Honors and awards from professional societies
  ▪ Clinical reputation/referrals
Links

• Academic Affairs’ Clinician Educator web page, http://med.stanford.edu/academicaffairs/CEs.html
• School of Medicine Faculty Handbook- Chapter 3, http://med.stanford.edu/academicaffairs/administrators/handbook/chapt3.html
• CV template, please visit Academic Affairs’ CE web page