

# Promotion Learning Series

## Assistant to Associate Professor

# Term Appointments Process

Assistant and Associate Professor  
Investigator or Clinician Teacher Criteria

## ■ LOCAL INSTITUTION

- Faculty Member asks for information on promotion, and prepares C.V.
- Division Chief/Department Committee/Department Head consider C.V. and agree to promote.
- Department Head requests letters of reference.
- Department Head writes letter of recommendation for promotion to Dean.  
(with information supplied by Division Chief and Faculty Member)
- Executive Committee of Department approves the recommendation and forwards to HMS.

## ■ MEDICAL SCHOOL

- HMS Office for Faculty Affairs checks to assure necessary information is submitted.
- Promotions, Reappointments, and Appointments Committee (P&R) considers the promotion and makes a recommendation to the Dean.
- Dean makes final decision and forwards approved recommendations to the Provost and President of Harvard University.

## ■ UNIVERSITY

- Nomination is considered and given final approval by President.
- 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.

# Evidence

- Curriculum Vitae
- Six – Eight Letters of Reference
- Nominating Letter from Department  
Head to Dean
- Two Copies of Five Publications

# Evidence of Collaborative Research

- Statement by candidate on specific contributions to a collaborative research project, up to a one page narrative, plus 2-5 papers resulting from the collaboration.
- Comments from Department Head on the collaborative role, and the specific results/outcomes because of the collaboration.
- 1-2 letters of reference from co-authors, or senior author, describing contributions to the collaborative project.

# 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

- Trustworthy
- Good Judgment
- Liable to Reply
- Have Some Relevant Information

Name	Title/Address	What relevant information they have
<i>Internal</i>		
Dr. Smith	Assoc. Prof – MGH Medicine	Immediate Supervisor
Dr. Jones	Prof – MGH Surgery	Clinical Colleague
Dr. Brown	Prof – MGH Neurology	Research Colleague
Dr. Wang	Prof – MGH Medicine	Safety Committee Chair
<i>External</i>		
Dr. Smith	Prof – UCSF Medicine	Fellowship Director
Dr. Jones	Assoc. Prof – JHU Neurology	Research Competitor
Dr. Brown	Prof – Chapel Hill Medicine	Collaborator
Dr. Wang	Prof – Sloan Kettering	Professional Society Colleague

# Associate Professor

## Investigator Criteria

Service as Assistant Professor at HMS/HSDM (or equivalent elsewhere) with record of excellence in laboratory (field or social science) or clinical research.

Continuing publication in refereed journals of original, high-quality laboratory and/or clinical investigations. Senior author or contributor of major ideas and innovations, with identifiable independence from senior scientific mentors.

Active and effective participation in research training and/or clinical training and in medical/graduate student education or other teaching programs.

Established reputation within field and recognition as an original, independent investigator, as evidenced by election to scientific or professional societies, membership on editorial boards, or external funding of investigator-initiated research. May have high level of accomplishment as a clinician. May also have leadership role in department or hospital.

## Clinician Teacher Criteria

Service as Assistant Professor at HMS/HSDM (or equivalent elsewhere) with record of excellence and significant time commitment to teaching and clinical service and/or academic community service.

**Teaching:** Continuing outstanding contributions to the teaching of medical students, residents, specialty fellows, or postgraduate students. Recognition of high-quality teaching should be available from formal peer evaluations, student evaluations, or teaching awards. Impact and value of teaching should be recognized beyond the local level, as demonstrated by invitations to teach in other hospitals, other medical schools, programs of professional societies, or continuing medical education courses. Demonstration of scholarship through continuing development and dissemination of teaching materials, including new curricular offerings, educational programs, textbooks, syllabi, computer programs, or videotapes that make a unique contribution to the quality and method of teaching within the Harvard medical community and outside the local community.

**Clinical Service/Scholarship:** Development of a regional or national reputation as an authority in a clinical field as demonstrated by patient referrals, invited visiting lectureships, and elected membership in professional societies. Introduction and evaluation of innovative approaches and/or development of standards for patient care. May play an important role in clinical trials/clinical investigation. An effective role model and mentor for students, residents, fellows and colleagues.

Demonstration of clinical scholarship through continuing publication of analytic studies, reviews, and chapters, as well as clinical observations, that are recognized as authoritative and that influence the practice of medicine. May serve as editor of textbook and/or journal. May have continuing dissemination of clinical expertise by audio and video learning aids and through computer-based material, and/or evidence of stimulating trainees and colleagues to prepare clinical papers and reviews. Leadership role in department or hospital, such as section or clinical division head, or medical staff representative, and/or member of regional or national professional organizations.

# Resources

## HMS Purple Book

System of Titles, Appointments, Criteria and Procedures for making Permanent, Term and Annual Appointments

<http://www.hms.harvard.edu/fa/handbook/purplebook/index.html>

## F.I.R.S.T.

Faculty Information Retrieval and Search Tool.

HMS database to create your CV.

Go to <http://www.ecommons.harvard.edu/>

Under Applications, select FIRST.