



Carolinan HealthCare System

Advancing CHS Academic Faculty

Policy & Procedures for Advancement to Associate and Full Professor at
Carolinan HealthCare System

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**CAROLINAS HEALTHCARE SYSTEM
DIVISION OF EDUCATION AND RESEARCH
POLICY ON FACULTY ADVANCEMENT**

Created: February 7, 2011

Reviewed:

For purposes of this policy, “Faculty” are those persons who are engaged in the tri-partite mission of the enterprise: Clinical Service, Education & Research. Each is responsible for nurturing and creating the academic environment.

“They exhibit an evidence-based and scientific approach to their work, habits of lifelong learning, and a learner centered approach to teaching...they model a high level of medical professionalism. They are defined by characteristics such as teamwork, civility, leadership and excellence.”¹

Promotions Process:

Current faculty members will be ‘grandfathered’ into this new policy. In addition, newly hired faculty rank will be determined by the Chair at the approval of the Chief Academic Officer.

Each Chair will submit his/her current faculty roster with rank assignments to the Chief Academic Officer for approval no later than May 1, 2011. Only advancing faculty will participate in the promotions process described in this document.

Beginning in 2011, promotion to advanced faculty rank will be given by the Division of Education & Research only after a strategic process of evaluation involving the faculty member’s academic department Chair, external evaluators, the Faculty Advancement Committee and the Chief Academic Officer of Carolinas Healthcare System. Advanced faculty include those at the Associate and Full Professor rank.

Academic promotion is not merely a reward for years of service, but a reward and recognition for a body of scholarly work and contributions that add significantly to the faculty member’s field. Individuals recruited to the instructor or assistant professor level will be appointed by the Chair of the department. No further evaluation or approval is necessary.

As a current faculty member is recommended, and/or petitions, for advancement to an advanced level (rank of associate or full professor), he/she will submit supporting information via the Chair of their department to the Faculty Advancement Committee. The faculty member’s qualifications will be reviewed with regard to his/her clinical, educational, (science of) quality improvement, professional, and research activities relative to the specific department.

Scholarship will be broadly defined, according to the current AAMC recommendations (see Simpson references below). Qualifications for advancement may have some variation between departments and

¹ Nora LN. The 21st Century Faculty Member in the Educational Process-What Should Be On the Horizon? Acad Med 2010; 85 (9): S45-S55.

http://journals.lww.com/academicmedicine/Fulltext/2010/09001/The_21st_Century_Faculty_Member_in_the_Educational.6.aspx

not all faculty will necessarily meet the criteria for advancement. Faculty may excel in a core area (clinical, educational, or research) or excel in all three areas.

Table 1. Expectations for Faculty by Rank

Professor (Full Review Required)

1. National and international stature
2. Significant impact on their field
3. Recognition as a thought leader in relevant professional organizations
4. Ongoing commitment to Institutional missions and citizenship

Associate Professor (Full Review Required)

1. National or regional stature
2. Recognition by peers for significant scholarly contributions to their field
3. Emerging role as a thought leader in relevant professional organizations
4. Substantive participation in Institutional missions and citizenship

Assistant Professor (Chair Review Only)

1. Local or regional stature
2. Shows progress toward becoming a scholarly leader in their field
3. Participation in relevant professional organizations
4. Contributions to Institutional missions

Instructor/Investigator (Chair Review Only)

1. Training relevant to chosen career path
 2. Declared willingness to fulfill responsibilities of academic position
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Faculty Advancement Committee

The Faculty Advancement Committee will be composed of representative members from all departments, chaired by an individual with knowledge and expertise in professional rank, professional tracks, and knowledge of the various departments in the Division of Medical Education and Research at Carolinas Medical Center.

Charge: The Faculty Advancement Committee reviews supporting documentation for individual faculty and provides the first level of review and recommendation for promotion to a higher rank. The recommendation is submitted to the Chief Academic Officer (CAO) for approval. A quorum equals two-thirds of members and a majority is required to submit a recommendation to the CAO.

Composition: The Faculty Advancement Committee shall be composed of one faculty member, of the rank of associate professor or professor, appointed from each department. Two non-voting ex-officio members representing administration are appointed by the Chief Academic Officer. The department representatives are appointed by the Department Chair for three year staggered terms and may be re-appointed to one successive term. Initially, the Chair (or Chair's designee) of the Department will be invited to serve. The chair of the Faculty Advancement Committee is appointed by the Chief Academic Officer for a one-year term, and may be re-elected to one successive term.


Steps Towards Promotion:

1. Review criteria for faculty ranks, discuss your path and timelines for promotion with your Chair. If s/he supports your promotion, move forward with steps 2-6.
2. Update your CV and make sure that it adheres to the standard format for CHS. (See Addendum IV for details)
3. Compile the following for inclusion in your promotion package and submit for review by your Chair no later than May 15th:
 - a.) Cover page with brief evidentiary statement: A 1-3 page document that provides evidence to support your promotion in rank according to the relevant criteria: (for example)
 - i. evidence supporting your national and international stature
 - ii. evidence describing how you have made a significant impact on your field
 - iii. evidence supporting your role as a thought leader in relevant professional organizations
 - iv. description of your ongoing commitment to the institutional mission, vision, and values
 - b.) Curriculum Vita (CV) + Highlights of Exemplars: Identify five samples of exemplary work since your last promotion or appointment (usually peer-reviewed papers, resources, documents, books, chapters, etc.) and highlight each within your CV.
 - c.) (Optional) Educational statement including documentation of your scholarly activity in the area/s of teaching, curriculum, advising/mentoring, educational leadership/administration, and/or learner assessment (refer to Simpson reference for details)
4. After reviewing your documentation, your Chair selects three to five reviewers for an appraisal of your work. For promotion to associate (3) or full professor (5) external, 3 or 5 unbiased reviewers are asked to review your CV, sample work (if necessary) and provide a letter of support. You can discuss this with the Chair and offer some recommendations (pro and con) regarding evaluators.
5. The Chair then submits the promotion package to the Faculty Advancement Committee no later than July 1. The Advancement Committee deliberates and presents their decision by September 1 to the Chief Academic Officer. S/he will make the final decision on rank assignment no later than October 1.
6. Promotions will become effective on January 1 at the beginning of the calendar year. If unsuccessful, you may re-submit for consideration the following year.

Resources:

Simpson D, Anderson MB. Educational Scholarship: How Do We Define and Acknowledge It?

https://www.aamc.org/members/gfa/faculty_vitae/148580/educational_scholarship.html

Simpson D, Fincher RM, Hafler JP, Irby DM, Richards BF, Rosenfeld GC, Viggiano TR. Advancing Educators and Education: Defining the Components and Evidence of Educational Scholarship.  Proceedings from the Association of American Medical Colleges Group on Educational Affairs Consensus Conference on Educational Scholarship, 9-10 February 2006, Charlotte, NC. Washington DC: AAMC 2007.

The faculty advancement process is modeled after the University of MI, see http://med.umich.edu/medschool/faculty/app_promo.htm

Addendum I:

Inaugural Membership:

Chair: John Baker, MD (2011-2012)

Administrative Representatives (ex-officio non-voting):

- Dennie Underwood, MBA
- Lisa Howley, PhD

Department Representatives:

- Herbert Bonkovsky, PhD (January 2011 – January 2012)
- Michael Dulin, MD, PhD (January 2011 – January 2012)
- Jeffrey Kline, MD (January 2011 – June 2012)
- Mary Hall, MD (January 2011 – June 2012)
- Frederick Greene, MD (January 2011 – June 2012)
- Scott Furney, MD (January 2011 – June 2013)
- Sanjay Iyer, MD (January 2011 – June 2013)
- Joseph Ernest, MD (January 2011 – June 2013)
- Peter Lockhart, MD (January 2011 – January 2013)
- Edward Hanley, MD (January 2011 – January 2013)
- Leonard Feld, MD (January 2011 – January 2014)
- William Bockenek, MD (January 2011 – January 2014)
- Stanley Getz, MD (January 2011 – January 2014)
- Francis Robicsek, MD, PhD (January 2011 – January 2014)
- Chris Tieglund, MD (January 2011 – January 2014)

Addendum II: Timeline

- Faculty interested in promotion, compile promotion package and submit for review Academic Department Chair no later than May 15th
- The Chair then submits the promotion package to the Faculty Advancement Committee no later than July 1
- The Advancement Committee deliberates and presents their decision by September 1 to the Chief Academic Officer
- S/he will make the final decision on rank assignment no later than October 1
- Promotions will become effective on January 1

The following timeline applies to those faculty members wishing to be advanced in rank from assistant to associate or from associate to full Professor of (Department) at Carolinas HealthCare System.

May	June	July	August	Sept	October	Nov	Dec	January
15		1		1	1			1
Faculty Submits Promotion Package to Chair	Chair Solicits Input from Reviewers	Chair Submits Promotion Package to Committee	Committee Deliberates	Committee Presents Decision to CAO	CAO Makes Final Rank Decision			New Rank Becomes Effective

Addendum III: Cover Page Template

[Your Name]
[Title]
[Street Address]
[City, ST ZIP Code]
Date

[Recipient Name]
[Title]
[Street Address]
[City, ST ZIP Code]

Dear [Recipient Name]:

Provide evidence here to support your promotion in rank according to the relevant criteria (refer to Table 1 of Policy). The paragraph below is provided to stimulate your thoughts as you consider your promotion. Please limit this document to 3 pages.

Provide a brief summary of your expertise and vision for the future as related to your scholarly activities (clinical, educational, and/or research). Provide 1-2 examples of how your work has been recognized beyond CHS. What national or international committees do you serve? What national or international consultations have you provided? What scholarly works have been presented or published at a national or international level? How has your work impacted your field of medicine? What evidence can you provide that demonstrates your ability to support, encourage, and carry out innovations in healthcare and/or education? How do you demonstrate your commitment to the mission, vision and values of Carolinas HealthCare System?

Sincerely,

[Your Name]

Addendum IV: CHS Curriculum Vita Format

Identify five samples of exemplary work since your last promotion or appointment (usually peer-reviewed papers, resources, documents, books, chapters, etc.) and highlight each within your CV.

Preferred order – in every subhead, reverse chronological, most recent first:

Personal Information:

- Name
- Home Address
- Phone

Education (includes postgraduate Training Fellowships, Residencies and Traineeships, certifications)

- Degree, Awarding Institution, Date, Specialty

Professional Experience -- Employment History

- Position, rank and date of appointment

Honors and Awards: (include dates)

Bibliography – on all items, show author order

- Books and chapters, including pages
- Refereed papers/articles, including pages
 - Original research
 - Other peer reviewed articles
 - Editorials or letters
 - Published abstracts
- In press/submitted papers/articles, including year and # of typed pages
- Refereed unpublished oral presentations and/or abstracts – can be divided by papers, panels, exhibits – should indicate solicited/invited
- Other un-refereed works, including book reviews, QI projects

Teaching record - A narrative description should include some reasonable estimate of the extent of and type of teaching activities. Examples are listed below:

Course Director (list course)

Lecture

- to students
- to residents
- to graduate students
- to fellows or postdoctorals

Grand Rounds

- at CHS
- outside CHS

Continuing Education Lecture–

- at CHS
- outside CHS

Training grant director
Lab or Research or QI Teaching/Mentorships
Clinical Teaching
Student Preceptorships
Attending on Clinical Service
Graduate Supervision, Committees
Other Supervision

Grants This section should indicate degree of involvement in and level of responsibility for funded research.

- Include title, type, relationship to project, dates, source
- Indicate role on grant (e.g., PI, co-PI, etc.)
- Show \$ amounts and % effort for any grants for which you are PI or co-PI.

Professional Service (include offices held and dates held)

- To discipline
 - State, national, international offices or committees
 - Consultants
 - Editorial appointments
- Within CHS
 - Committees (Dates; indicate whether chairman or member)
 - Other Administrative activities (division, clinic, section or team)
- Other (site visits, review panels, etc.)