

Burrell College of Osteopathic Medicine Faculty Handbook Promotion in Rank

In its efforts to retain a high performing faculty, the College provides an opportunity for faculty to achieve promotion in rank subsequent to initial appointment. Promotion is intended to recognize excellence as an educator, researcher, or health care provider as those attributes are exercised and demonstrated on behalf of the College. Faculty may apply for a promotion in rank to coincide with any reappointment subsequent to their initial appointment. Department chairs provide guidance to faculty through the annual evaluation program, mentor their development, and provide advocacy through the promotion process. Faculty are encouraged to maintain a contemporaneous portfolio of their accomplishments throughout their appointment at BCOM to include evidence of meeting the requirements of promotion to the rank being sought.

General Criteria

Promotion in rank is granted at the sole discretion of the College as described in the procedures that follow. The faculty member being considered for promotion must excel in two of the four primary categories (Academic Service, Institutional Service, Clinical Service, Research and Scholarly Activity) and must demonstrate satisfactory activity in a third category to be eligible for promotion in rank. The following lists provide two sets of example activities/accomplishments that could be used to demonstrate excellence in a given area for the level of associate professor or the level of professor. Consideration will also be given to those activities attendant to the founding development of the College. Accomplishment of any or all of the performance criteria listed does not assure granting of promotion in rank.

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<i>For Promotion to Associate Professor</i>	
Teaching and Education Leadership	<ul style="list-style-type: none"> • Founding faculty activities in development of the curriculum and practice program(s) • College/university teaching awards • Documented effectiveness in research training and mentorship of medical students, graduate students, postdoctoral fellows, and/or residents • Participation in thesis committees of masters and Ph.D. level students • Participation in medical student research projects and demonstrated success and accomplishments of trainees • Documentation of effective learning outcomes (student, self-reported outcomes, performance on exams, etc.) • Student performance on standardized exams e.g. Subject Exams, COMLEX and/or USMLE exams • Demonstrated use of "Best Practices" in pedagogies and instructional materials • Demonstrated effectiveness in curricular integration and/or use of highly innovative approaches • Development of educational technology • Development of effective formative and summative assessment tools • High ratings on student, peer, and/or supervisory teaching evaluations • High ratings on evaluations of faculty member clerkship, module, course director, or residency program director • High ratings on Program Evaluation Subcommittee reports • High ratings on evaluations of instructional and/or curricular materials • Contributions to the development or enhancement of a model program that is integral to the success of one's own departments or other departments of programs within the college of osteopathic medicine.
Service Activities and Academic Leadership	<ul style="list-style-type: none"> • Membership on departmental, college, and/or university committees • Membership on committees of affiliated institutions, such as IRB, QI committee, or residence selection committee • Participation in activities such as accreditation, assessment, or institutional effectiveness programs • Provision of continuing education programs for community and/or university • Recognition from regional or national societies • Service to local community and community organizations • Development of programs that promote diversity • Officer/leadership of regional academic, medical, or research organizations • Unpaid ad hoc reviewing of journal articles and/or grant proposals • Service as Department Chair • Service as Assistant or Associate Dean or Director of Program e.g. Director of Research • Service as director of laboratory or practice site (or other practice program-related leadership) • Demonstration of attainment of benchmarks for successful change (i.e., AAMC graduation questions.)

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	<ul style="list-style-type: none"> • Establishment of new institutes/programs that complement the mission of BCOM e.g. Health Policy and Research Institute • Participation and completion in leaderships/fellowships programs at the national or international level.
Scholarship in Research	<ul style="list-style-type: none"> • Experimental studies in education, basic science research and/or clinical research • Demonstrated effort/success with securing intra/extramural funding • Publication of original research findings in peer-reviewed journals • Publication of materials in peer-reviewed depositories such as MedEdPORTAL • Publication of book chapters • Publication of teaching tools • Publication of guidelines and/or protocols for patient treatment or delivery of care • Presentations at national/international meetings (with refereed published abstracts) • Invited seminars/lectures at other institutions • Peer evaluation of materials presented at meetings or published • Peer review of curricular materials • Peer review of manuscripts for major journals
Clinical Service	<ul style="list-style-type: none"> • Use of innovative clinical treatments • Effective clinical outcomes • High patient satisfaction scores • Evidence of safety and quality improvement • Involvement in clinical outreach, as evidenced by regional referrals for care and by recognition as clinical expert • Demonstrated practice of evidence-based medicine • Contribution to the development or enhancement of a model program that is integral to the success of one's own department or other departments or programs within the College of Medicine • Contribution to the development of a program that expands the services, productivity, revenue, and reputation of the College of Medicine • Participation in multi-center clinical trials, initiation of new clinical trials • Procurement of extramural support for clinical trials • Collaboration and participation in translational research

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<i>For Promotion to Professor</i>	
Teaching and Education Leadership	<ul style="list-style-type: none"> • National/international teaching awards • National recognition for educational activity e.g. curriculum development, evaluation, and/or integration • Adoption of course materials, curricular designs, novel technologies, etc. by other institutions • Documented effectiveness in research training and mentorship of medical students, graduate students, postdoctoral fellows, and/or residents • Sustained high ratings on teaching evaluations, teaching evaluations, evaluations of course materials, evaluations of mentoring/advising, etc. • Development, enhancement, or management of a model program that is integral to the success of one's own department or other departments or programs within the College of Medicine • Contribution to the development of a program that expands the services, productivity, revenue, and reputation of the college of osteopathic medicine.
Service Activities and Academic Leadership	<ul style="list-style-type: none"> • Membership on national/international academic, medical, committees • Chairing of departmental, college, and/or university committees • Officer/leadership of national/international academic, medical, or organizations • Recognition from national/international societies • Development of mentoring programs for new faculty • Organization of teaching workshops, seminars, and/or professional meetings • Member of accreditation site teams (NBOME, LCME, HLC, etc.) • Unpaid service as journal editor, book editor, or member of journal editorial board • Unpaid service on panels for professional agencies • Service as department chair, vice chair, assistant dean, or associate dean • Service as director, or associate director in established units
Scholarship in Research	<ul style="list-style-type: none"> • Citations in peer-reviewed journals • Membership on study groups • Publication of original findings in journals within one's field • Publication of invited review articles • Procurement (as PI) grant funding for research, curriculum development, or other scholarly activities • Authoring entire textbook or other books • Invited presentations at national/international meetings • Editor of text, research, or other types of books • Editor or member of editorial board of journals • Member of review panels for major funding agencies or professional societies • Awards or other recognition for excellence in the scholarship of teaching and learning (SoTL) • Evidence of sustained scholarship • Evidence of sustained scholarship voted on by BCOM faculty council

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Clinical Service	<ul style="list-style-type: none"> • National recognition for new patient programs and/or clinical innovation • National recognition for safety and quality improvement • Impact on care at national level • National referrals for care • Development, enhancement, or management of a model program that is integral to the success of one's own department or other departments or programs within BCOM • Development, enhancement, or management of a program that expands the services, productivity, revenue, and reputation of the BCOM • Participation in multi-center teaching • Collaboration and participation in translational research • Achieve additional clinical training to enhance scope of clinical practice (i.e. certificate or fellowship in sports medicine, palliative care, geriatrics, etc.)
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Application Procedures for Promotion in Rank

The following table provides the due dates for completing the procedural steps toward gaining promotion in rank. The College may reject any application that has not been completed prior to the dates listed. **All dates are for the year prior to the next reappointment and are subject to change each year.**

September 14
<ul style="list-style-type: none"> • The Dean distributes the promotion process timeline for the academic year to all faculty.
October 1
<ul style="list-style-type: none"> • Faculty submit a letter of intent to seek promotion to their department chair. • Department chairs notify the Chair of the Faculty Appointment and Promotion Committee of all faculty who have submitted a letter of intent and provide copies to the Chair.
October 3
<ul style="list-style-type: none"> • The Chair of the Faculty Appointment and Promotion Committee provides to each applicant: <ul style="list-style-type: none"> ○ A letter confirming receipt of the letter of intent; ○ The current guidelines for achievement at each rank; ○ A list of all items to be included in the applicant's portfolio; ○ The due date(s) for submission of all items.
November 21
<ul style="list-style-type: none"> • Candidates for promotion submit completed portfolios to their department chairs.
November 30
<ul style="list-style-type: none"> • Department chairs submit completed portfolios to the Faculty Appointment and Promotion Committee inclusive of a cover letter stating their recommendation.
February 22
<ul style="list-style-type: none"> • Faculty Appointment and Promotion Committee completes comprehensive portfolio review:

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- Committee obtains additional external reviews at its discretion (required for promotion to the rank of Professor);
- Department Chair provides testimony at the review meeting as may be requested by the Committee;
- Chair of faculty's home department and other members of that department that may sit on the Committee are recused from deliberations on that candidate.

March 1

- The Chair of the Faculty Appointment and Promotion Committee provides a confidential written letter to the Dean of the College for each candidate:
 - Identify strengths and weaknesses in the candidate's portfolio;
 - Identify the credentials of any external evaluators;
 - Provide a recommendation;
 - Provide suggestions for improvement for unsuccessful candidates.

April 1

- The Dean of the College provides a written letter to the candidate with a final determination:
 - Additional external evaluations obtained at the Dean's discretion;
 - Provide suggestions for improvement for unsuccessful candidates;
 - Inform unsuccessful candidates of the right of appeal;
 - Copy the department chair and the Chair of the Faculty Appointment and Promotion Committee on all correspondence with the candidate.

April 15

- Candidates wishing to appeal the decision of the promotion process must provide written notice to the President of the College.

June 1

- The President provides a final written decision of determination regarding the petition for promotion and subsequent appeal:
 - The President shall convene a panel of three (3) faculty to include at least one basic science department member and one clinical science department member to review the candidate's portfolio and make recommendation to the President;
 - The appeals panel shall not include any member of the Faculty Appointment and Promotion Committee;
 - The President possesses the authority to make a final determination irrespective of committee recommendation.
 - The President shall copy the Dean of the College with the final determination who will, in turn, notify the department chair and the Chair of the Faculty Appointment and Promotion Committee.

July 1

- Promotions granted in the preceding cycle go into effect.