



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 MEDICAL EDUCATION
POLICY ON FACULTY ADVANCEMENT**

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For purposes of this policy, “Faculty” are those persons who are engaged in the tri-partite mission of the System and 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

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 candidate’s field. Individuals recruited to the instructor or assistant professor level will be appointed by the Chair of their department or by the Vice President of Research. 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 or the Vice President of Research to the Faculty Advancement Committee. The candidate’s qualifications will be reviewed with regard to his/her educational, research, clinical service and leadership contributions relative to the specific department.

Scholarship is broadly defined according to the current AAMC recommendations (see Simpson references below). Qualifications for advancement may have some variation between departments, and not all faculty will necessarily meet the criteria for advancement. To be promotion eligible, the applicant must demonstrate excellence in at least two of four domains, and one of the two must be either education or research.

- Education
- Research
- Clinical Science
- Leadership

Within each domain there are 4 sub-categories. In general, achievement will be required in at least three of these four sub-categories. Chair will be given discretion to use judgment if exemplary achievement is

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

demonstrated in less than three of these sub-categories.

Table 1. General Expectations for Faculty by Rank

Professor (Full Review Required)

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

Associate Professor (Full Review Required)

1. National and/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 System missions and citizenship

Assistant Professor (Chair or Vice President of Research Review Only)

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

Instructor/Investigator (Chair or Vice President of Research Review Only)

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

Core Criteria for Advancement in Faculty Rank

EDUCATION

I. Dissemination of Scholarship:

Associate Professor - Regional and/or national dissemination and presentation of one or more of the following per year since last promotion.

Full Professor – Regional, National and/or International dissemination and presentation of one or more of the following per year since last promotion.

- a. Development of innovative educational products or clinical teaching methods that are high quality and made public. Examples include: instructional materials, learning modules, simulation curricula, etc. Venues for dissemination include MedEdPortal or other publications/portals (peer reviewed preferred).
- b. Authorship or co-authorship of scholarly publication in education.
- c. Educational research presentation.
- d. Educational scholarship presentation.

II. External Grant Support: Procurement of federal, foundation, or investigator-initiated industry grant (optional for Associate Professor rank and required for Full Professor).

III. Recognition:

- a. Teaching award (optional)
- b. Invitation to lecture on educational issues and/or scholarship
- c. Trainee ratings of faculty teaching performance (at or higher than average)

IV. Leadership:

- a. Educational leadership role (may include program director, medical director of educational center, etc.)
- b. Educational committee participation (national and/or international preferred for Full Professor)

RESEARCH

I. Dissemination of Scholarship:

Associate Professor - Regional and/or national dissemination and presentation of one or more of the following per year since last promotion.

Full Professor – Regional, National and/or International dissemination and presentation of one or more of the following per year since last promotion.

- a. Authorship or co-authorship of scholarly publication in area of specialty
- b. Research presentation at scholarly venues or conferences

II. External Grant Support: Procurement of federal, foundation, or investigator-initiated industry grant (one project for Associate Professor rank and two for Full Professor).

III. Recognition:

- a. Research award (optional)
- b. Mentee recognition (optional)
- c. Invitation to lecture on research area of expertise

- IV. Leadership: National or international leadership role preferred for Full Professor.
 - a. Election to office in professional society
 - b. Participation on scientific committee advisory boards
 - c. Leadership role in system research committees or research cores

CLINICAL SCIENCE

- I. Dissemination of Scholarship:
Associate Professor - Regional and/or national dissemination and presentation of one or more of the following per year since last promotion.

Full Professor – Regional, National and/or International dissemination and presentation of one or more of the following per year since last promotion.
 - a. Authorship or co-authorship of scholarly publication in area of specialty
 - b. Dissemination of innovation in clinical area of expertise (e.g., new or enhanced approaches to diagnosis, treatment, prevention of disease, application of new technology, new models of care, etc.)
- II. External Grant Support: Procurement of federal, foundation, or investigator-initiated industry grant (optional for Associate Professor rank and one project for Full Professor rank).
- III. Recognition:
 - a. Quality improvement award (optional)
 - b. Mentee recognition (optional)
 - c. Invitation to lecture on clinical area of expertise
 - d. Patient experience ratings (optional)
 - e. Documentation of average or above clinical productivity
- IV. Leadership: Leadership role in quality or clinical practice committees. National or international leadership role preferred for rank of Full Professor.

LEADERSHIP/PROFESSIONAL SERVICE

- I. Dissemination of Service Innovations:
Associate Professor - Regional and/or national dissemination and presentation of one or more of the following per year since last promotion.

Full Professor – Regional, National and/or International dissemination and presentation of one or more of the following per year since last promotion.
 - a. Authorship or co-authorship of scholarly publication in service area (optional)
 - b. Dissemination of innovation in service area of expertise (e.g., new approach to serving mental health needs of homeless populations, new program to educate teens on careers in healthcare, etc.)
- II. External Grant Support: Procurement of federal, foundation, or investigator-initiated industry grant (optional for Associate Professor rank and one project for Full Professor rank).
- III. Recognition:
 - a. Service award (optional)

- b. Invitation to lecture on service area of expertise
- c. Documentation of average or above average service hours

IV. Leadership:

- a. Leadership role in service area. National and/or international leadership role preferred for rank of Full Professor.
- b. Service to community by providing access to care for underserved populations and improvement of health disparities.

Faculty Advancement Committee

The Faculty Advancement Committee will be composed of representative members from all academic departments, chaired by an individual with knowledge and expertise in professional rank, professional tracks, and knowledge of the various departments across Carolinas Healthcare System.

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 and the Vice President of Research and two advanced rank faculty members appointed by the Vice President of Research. Two non-voting ex-officio members representing administration are appointed by the Chief Academic Officer. The department and faculty representatives are appointed for three year staggered terms and may be re-appointed to one successive term. 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.

In the description of the Standard Promotion Process, the Chair for PhD Advancement candidates will be the Vice President of Research.

Standard Promotion Process:

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 qualifications for rank within the core area(s)
 - 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 systemic 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.
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 reviewers are asked to review your CV, sample work (if necessary) and provide a letter of support. Letters for appointment or promotion for associate professor or above should not be obtained from former colleagues, supervisor or mentors, but from leaders who can provide a more objective evaluation of the candidate. 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. She/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, it is suggested that candidates wait at least two years before re-applying in order to effectively enhance their academic portfolios. Unusual circumstances will be considered.

Alternative Appointments

Joint Appointment Process:

In cases where a faculty member requests a joint appointment within two or more academic departments within CHS, the following process is to be followed:

1. Letter from candidate describing what they will contribute to the academic mission of the other "host" department and a copy of the candidate's curriculum vitae
2. Letter of support from "home" Chair
3. Letter of support from "host" Chair
4. Letters of support from "home" and "host" faculty (1-2 for each) describing what candidate can contribute to the host department
5. Joint appointment is contingent upon maintaining academic rank in home department and rank is the same in both departments

In certain circumstances, the title includes the home department and the specialty focus or foci for clarity purposes. "Professor of Emergency Medicine and Trauma at Carolinas HealthCare System."

Emeritus:

In very unique and rare circumstance it may be desirable to grant an emeritus appointment to a post-retirement member of the CHS Medical Group. Criteria for such an appointment is rigorous and candidates should be limited to those individuals who have demonstrated a broad, significant and enduring contribution to the academic mission of the Carolinas HealthCare System. The appointment is not automatic and at the ultimate discretion of the Chief Academic Officer of Carolinas HealthCare System.

The *Professor Emeritus* appointment confers the following privileges:

1. CHS I.D. badge
2. CHS parking privileges
3. Library privileges
4. Electronic mail and intranet
5. Attendance at educational conferences

6. Attendance at departmental meetings at the discretion of the Chair
7. Participation in medical student, resident, and fellow education at the discretion of the Chair
8. Participation in CHS approved research studies as a Principal Investigator or co-investigator at the discretion of the Chair

The appointment of Professor Emeritus does not entitle the recipient to compensation, benefits or any other monetary dispensation.

Adjunct Appointments:


As our medical school, research and residency programs continue to grow, there will be an increasing need to identify high-quality clinician teachers and research professionals to support CHS Medical Education and Research. Community-based physicians and other health or research professionals will undoubtedly play an increasing role in this effort. The granting of adjunct *clinical* academic appointments will help attract and retain part-time faculty from the community.

Effective partnerships with scientists in our community will help expand collaborative research opportunities and extend research and subject matter expertise to enhance CHS's research mission. The granting of adjunct *research* appointments will promote and sustain these relationships.

- 1) Adjunct appointments will be granted in carefully selected cases to physicians, other health care professionals and research professionals. Applications should include the following:
 - a. Letter from candidate describing what they will contribute to the academic mission of the other department and a copy of the candidate's curriculum vitae
 - b. Letter of support from "home" Chair
 - c. Letter of support from "host" Chair
- 2) Eligible candidates must demonstrate a history of excellence in either teaching or research and an ongoing commitment to CHS's academic mission through collaborative work with CHS faculty.
- 3) All applications will require review and endorsement by either a Department Chair, the Vice President of Research, or the Chief Academic Officer.
- 4) The current criteria for academic promotion will be used for these roles based on the appropriate pathway (MD or PhD) and with the application of an "adjunct" modifier.
- 5) All proposed appointments will be reviewed by the Chair of the Faculty Advancement Committee for final approval.
- 6) All academic titles will have a three-year term, with renewal contingent on a demonstrated ongoing contribution to CHS's academic mission.
- 7) Academic titles may be revoked if deemed necessary to protect the System's reputation and the safety of its patients.

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 criteria is modeled after the University of MI, see

http://med.umich.edu/medschool/faculty/app_promo.htm

Addendum I:

Membership:

Chair: John Baker, MD (2011-2012)
 Mary N. Hall, MD (2012-2013)
 Michael Gibbs, MD (2013-2015)
 Michael Brennan, DDS (2015-2016)
 Mary N. Hall, MD (2016-)

Administrative Representatives (ex-officio non-voting):

- Lisa Howley, PhD (2011-2015)

Academic Representative:

- Emergency Medicine
- Family Medicine
- General Surgery
- Hematology/Oncology
- Internal Medicine
- Neurology
- Neurosurgery
- OBGYN
- Oral Medicine
- Orthopedic Surgery
- Pediatrics
- Physical Medicine & Rehabilitation
- Psychiatry or Behavioral Health
- Research/Center for Outcomes Research and Evaluation
- Cardiology and Cardiovascular Surgery
- Urology

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 candidates wishing to be advanced in rank from assistant to associate or from associate to full Professor of (Department) at Carolinas HealthCare System.

May 15	June	July 1	August	Sept 1	October 1	Nov	Dec	January 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: External Evaluator Request Sample Template

Dr. _____, currently holding the position of _____, is being considered for the position of _____ in the Department of _____ at Carolinas Healthcare System. As you know, faculty plays a critical role in establishing the intellectual quality of our medical school and residency programs. We would like to request your help in evaluating Dr. _____'s scholarly achievements. I have included _____'s curriculum vitae and a brief professional summary to assist you in your evaluation. I have also included copies of several publications. Should you require copies of any additional publications, please let me know and I'll forward them.

Our criterion for promotion is provided below and includes outstanding performance in research and teaching as evidenced by recognition among peers in the field worldwide. In making your evaluation of the candidate's accomplishments, it would be helpful if you would evaluate and comment upon the following:

1. The strengths and weaknesses of his/her scholarship productivity and the degree of recognition achieved within the discipline. Also, how would you describe the scope, significance and breadth of the candidate's research activities as they have made original or otherwise significant contributions to the discipline?
2. Dr. _____'s achievements and stature compared to the best senior scholars in his/her discipline who holds a similar position. In particular, which individuals are viewed as being the top scholars in his/her peer group, and where would you rank this candidate within that cohort?
3. How likely is it that Dr. _____ would be appointed at the rank of _____ in your system? Would you support such a recommendation?

We also would welcome any additional insights that may be helpful to the Faculty Advancement Committee and the Chief Academic Officer determining whether or not to recommend Dr. _____'s appointment at the rank of _____.

Evaluations of this type are difficult and often time consuming, but promotion decisions are perhaps the most critical assessment in a faculty member's career. We very much appreciate your help in this evaluation. In order to meet our internal deadlines, we would appreciate your response by _____ at the latest. Because I would like to include a statement about referees when I forward their letters to our Dean, I would appreciate it if you could return a copy of your CV with your letter.

If you will be unable to provide an evaluation, please let me know immediately.

We are committed to retaining your evaluation in confidence.

Thank you for your assistance.

Sincerely,

Chair, _____

Enclosures

Addendum V: 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 System, 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.)