The 2017 SOM Guidelines on Appointments and Promotions

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Associate Dean for Faculty Affairs and Professional Development
Promotion Criteria are Based on the Missions of the School

- Scholarship
- Service – clinical and professional
- Education
Scholarship

- Original, peer-reviewed publications
- Impact (h-index), external letters
- Extramural funding (NIH, foundation, industry)
- Design, conduct and analysis of clinical trials
- Patents
- Research presentations at national meetings
- Review articles, book chapters
- Other scholarly writing (e.g., case reports, reflective writing, professional blogs, journal summaries, abstracts)
Teaching

- Didactic and small group teaching
- Bedside and supervisory teaching
- Mentoring
- Directing a course or program
- Leadership role in educational programs
- Workshops, CME courses
- Membership on national/regional education committees
- Educational scholarship (books, chapters, publications on teaching)
- High quality teaching (teaching evaluations, letters from trainees, teaching awards)
Professional Service

- High-quality patient care
- Institutional/regional/national committees
- Administrative responsibilities
- Regional and national leadership positions
- Organization of regional/national conferences
- Editorial boards
- Study sections
- Community service
New System: The Process

12/2014

- Benchmarking
- Focus Groups
- Conceptual Framework
- BoT Input
- Create Criteria and Benchmarks
- Test Challenging Cases

05/2017

- Provost and BoT Approval
- Final COC Approval
- Faculty Input
- COC Input and Approval
- Draft Guidelines
- Approval by COC
New System: Conceptual Framework

- Tenure uncoupled from promotion and extend tenure clock to 11 years \((previously\ approved\ by\ COC)\)
- More flexible system that supports changes in individual career trajectories
- Faculty can choose their area of distinction at the time of promotion, rather than being assigned a track upon first appointment, and area of distinction may change over time.
Faculty Affairs

School of Medicine  I  Office of Faculty Affairs

New System

Areas of distinction
Scholarship
Education
Professional service

National/International
Involvement  Achievement  Reputation  Leadership

Local/Regional
Involvement  Achievement  Reputation  Leadership
Examples 1-2: Associate Professor, non-tenured

- Candidates must have significant accomplishments in all three mission areas.
- At the time of promotion, the candidate will identify the area of distinction that best matches his/her accomplishments and for which the minimum criteria are met.

<table>
<thead>
<tr>
<th>Area of Distinction</th>
<th>Scholarship</th>
<th>Teaching</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship</td>
<td>≥ Emerging national/international reputation</td>
<td>≥ Regional, institutional, national or international Involvement</td>
<td>≥ National/international involvement</td>
</tr>
<tr>
<td>Teaching A</td>
<td>≥ Involvement</td>
<td>≥ Institutional/regional reputation</td>
<td>≥ Institutional/regional achievement</td>
</tr>
<tr>
<td>Teaching B</td>
<td>≥ Achievement</td>
<td>≥ Institutional/regional reputation</td>
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<td>Professional Service A</td>
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### Area of Distinction

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### Benchmarks

#### Scholarship
- Occasional publications in rank primarily as middle author
- Occasional co-investigator roles on grants or contracts
- Scholarly presentations at regional venues
- Contributions to major textbooks
- Coauthorship on education-related publications
- Authorship of case reports
- Creator or editor of local or regional newsletters, blogs or other media disseminating clinical, educational or scholarly information
- Authorship on abstracts presented at professional meetings
- Investigator role on local or institutional pilot or seed grants

#### Teaching
- Developing and leading a School or University course or participating in multiple courses
- Serving as Director of accredited training or graduate medical programs
- Serving as Graduate Program Director/Director of Graduate Studies
- Serving as Medical Student Society Leader
- Serving on the SOM Executive Curriculum Committee
- Serving as Director of an accredited Allied Health training program
- Developing or directing regional CME programs
- Earning a school, university or regional teaching award

#### Service
- Serving in a substantial Division role (i.e., Section Chief)
- Serving as Assistant or Associate director of large, accredited training or graduate programs
- Serving as Director of small, accredited training or graduate programs
- Developing a clinical program that attracts patients from the state or region
- Serving as Director of a core facility/service center
- Serving on a regional meeting organizing committee
- Participating as a committee member for state/regional society
- Serving as a member of major university or SOM committees
- Receiving a division/department service award
- Serving as chair of a divisional or department committee
- Providing clinical service that exceeds the norm for peers in quantity and quality

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**Example 1: Associate Professor, non-tenured**
**Example 2: Associate Professor, non-tenured**

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**Benchmarks**

**Scholarship**
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**Teaching**
- Earning a Division or Department teaching award
- Regularly participating in teaching at least one course
- Serving as Assistant or Associate Director of accredited training or graduate medical programs
- Serving as Medical Student Society Advisor
- Leading regular small group teaching sessions
- Delivering invited lectures in regional CME courses or grand rounds
- Advising (mentoring) PhD student and postdoctoral fellows and other trainees

**Service**
- Serving as Director of a large, accredited training or graduate program
- Receiving major institutional service awards
- Serving as Vice Chair, Division Chief, Assistant/Associate Dean
- Chairing major university or SOM committees
- Holding titled leadership position within the SOM, university or healthcare partner (e.g., Chief Quality Officer, Chief Medical Officer, hospital service chief)
- Leading a core program/service center that has a regional impact
- Earning service awards from state or regional professional societies or medical organizations
- Serving as committee chair or elected officer for state or regional organizations
- Serving as chair of the program organizing committee for local or regional CME meetings
- Serving in advisory roles for local or regional governmental agencies
Example 3: Associate Professor, tenured

• Candidates must have significant accomplishments in all three mission areas, but must have a national/international reputation in scholarship

• At the time of promotion, the candidate will choose which scholarly area of distinction best matches his/her accomplishments

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<tr>
<td>Scholarship B</td>
<td><strong>≥ National/international reputation</strong></td>
<td>≥ Institutional/regional achievement</td>
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**Benchmarks**

### National/International Reputation**
- Sustained record of federal, foundation or industry funding with some as Principal Investigator, Project Leader, Program Director and/or Core Leader, some currently active*
- Continuous publication record with some first/last authorship on publications in leading refereed journals*
- Mission-critical investigator roles on multiple funded team science projects
- Invited research presentations at national meetings
- Invited authorship on important review articles, chapters, and books
- Invited editorials or commentaries in leading journals
- Invited lectures at outside institutions
- Multiple site-PI roles on grants or contracts
- Authorship of licensed patents

### Achievement
- Earning a Division or Department teaching award
- Regularly participating in teaching at least one course
- Serving as Assistant or Associate Director of accredited training or graduate medical programs
- Serving as Medical Student Society Advisor
- Leading regular small group teaching sessions
- Delivering invited lectures in regional CME courses or grand rounds
- Advising (mentoring) PhD student and postdoctoral fellows and other trainees
- Mentoring visiting scholars or clinicians
- Serving as Director of an educational program within the SOM

### Service
- Serving as an ad hoc reviewer for leading journals
- Serving as a member of major committees of professional societies
- Holding membership on advisory boards to governments or foundations
- Serving as an abstract reviewer for conferences
- Serving as an ad hoc reviewer for study section
- Serving as a session chair/organizer for major conference
- Serving as a protocol leader of major collaborative network
Minimum time in rank

- Instructor – 1 year
- Assistant Professor – 5 years
- Associate Professor – 4 years
Implementation

• Faculty whose appointment at Emory began after September 1, 2015 will automatically be considered for promotion under these new Guidelines.

• Faculty hired prior to September 1, 2015 have up to September 1, 2020 to be considered for promotion under the previous 2011 Guidelines if they so choose.

• If a faculty member goes up for promotion under the 2011 Guidelines and fails to be promoted, all further actions will be considered under the 2017 Guidelines.

• After September 1, 2017, once a change in rank has occurred, further actions will only be considered under the 2017 Guidelines.

• Faculty who have been denied tenure under the 2011 Guidelines shall be reconsidered for tenure only under the 2017 Guidelines.
<table>
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<tr>
<th>2011 Guidelines</th>
<th>2017 Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four tracks: tenure, clinical track, research track, medical educator and service track</td>
<td>Tenure path; no tracks</td>
</tr>
<tr>
<td>Faculty assigned track upon hire (or within 3-yr period) and track switching discouraged</td>
<td>Faculty choose “area of distinction” at time of promotion, and “area of distinction” may be different at the time of subsequent promotions</td>
</tr>
<tr>
<td>9-yr tenure clock</td>
<td>11-yr tenure clock</td>
</tr>
<tr>
<td>Tenure coupled to promotion to Associate Professor</td>
<td>Tenure uncoupled from promotion</td>
</tr>
<tr>
<td>Failure to achieve tenure led to non-renewal</td>
<td>Contracts annual until conferral of tenure, so Department Chair and Dean determine non-renewal if tenure not achieved</td>
</tr>
<tr>
<td>Accomplishments judged outstanding (national), excellent (regional), very good (local), even if the level of accomplishment was exceptional at the local level</td>
<td>Accomplishments judged on level of achievement (involvement, achievement, reputation, leadership) and impact (local/regional vs national/international)</td>
</tr>
<tr>
<td>4-yr minimum time in rank before promotion to Associate Professor</td>
<td>5-yr minimum time in rank before promotion to Associate Professor</td>
</tr>
<tr>
<td>Criteria for promotion based on 1996 Guidelines for Appointment and Promotion</td>
<td>New forward-looking benchmarks</td>
</tr>
<tr>
<td>No path for rewarding team scientists</td>
<td>Clear benchmarks for team scientists</td>
</tr>
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</table>
Promotion Advice

- CV building workshops
- Promotion readiness sessions
- Annual presentations on the promotion process
- Packet classes
Office of Faculty Affairs and Development

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Faculty Affairs and Development Website

http://med.emory.edu/administration/faculty_affairs_dev/index.html