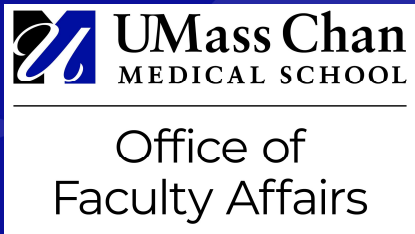


Promotion Process & Criteria

Emily Green, PhD, MA
Associate Vice Provost for Faculty Development



1



**Promotion & the
Promotion Process**



**Criteria for
Promotion**



**Preparing for
Promotion**

2

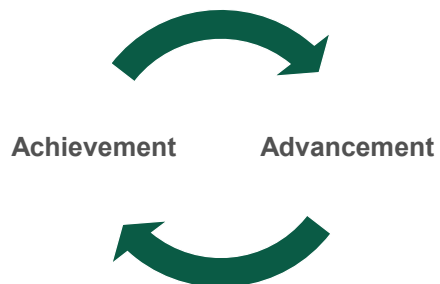
Academic advancement requires effort above and beyond doing the job for which you were hired.

Given this, **why should you pursue promotion?**

3

Academic advancement requires effort above and beyond doing the job for which you were hired.

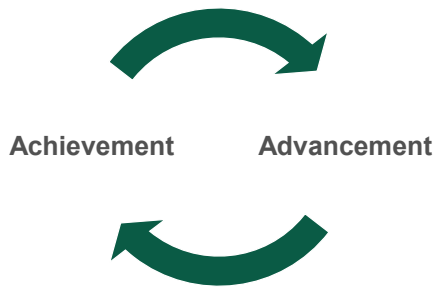
Given this, **why should you pursue promotion?**



4

Academic advancement requires effort above and beyond doing the job for which you were hired.

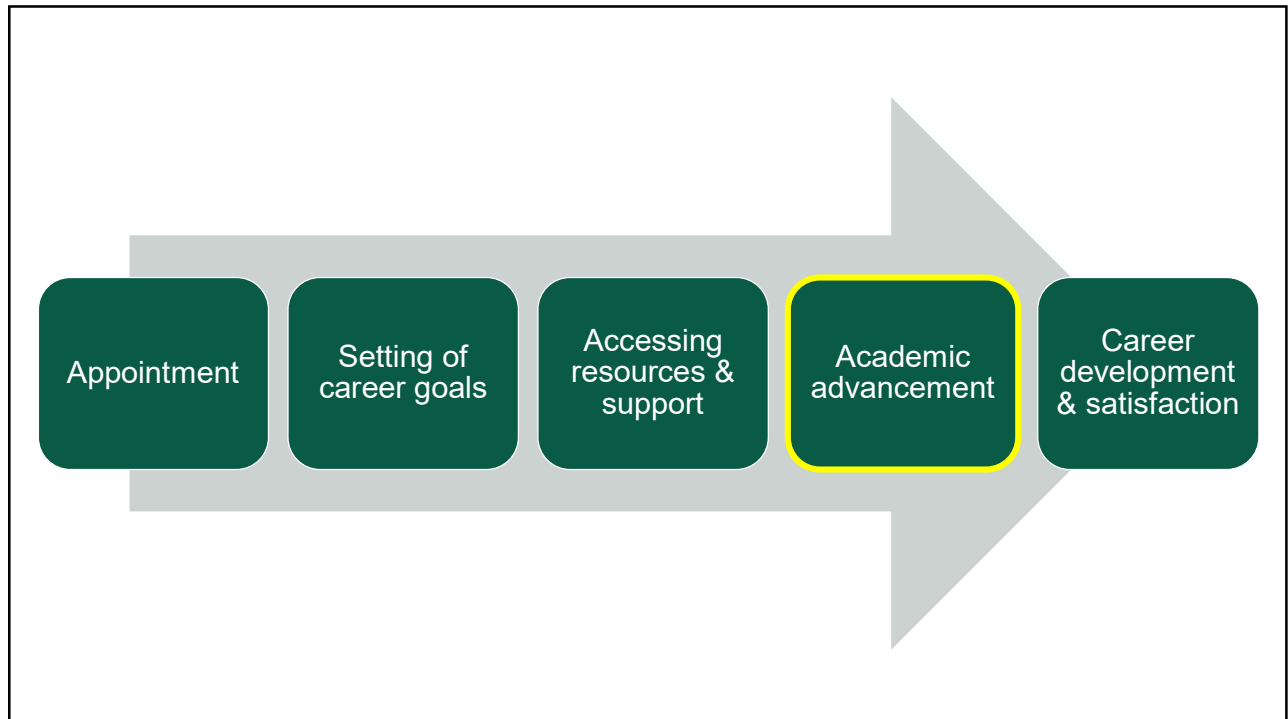
Given this, **why should you pursue promotion?**



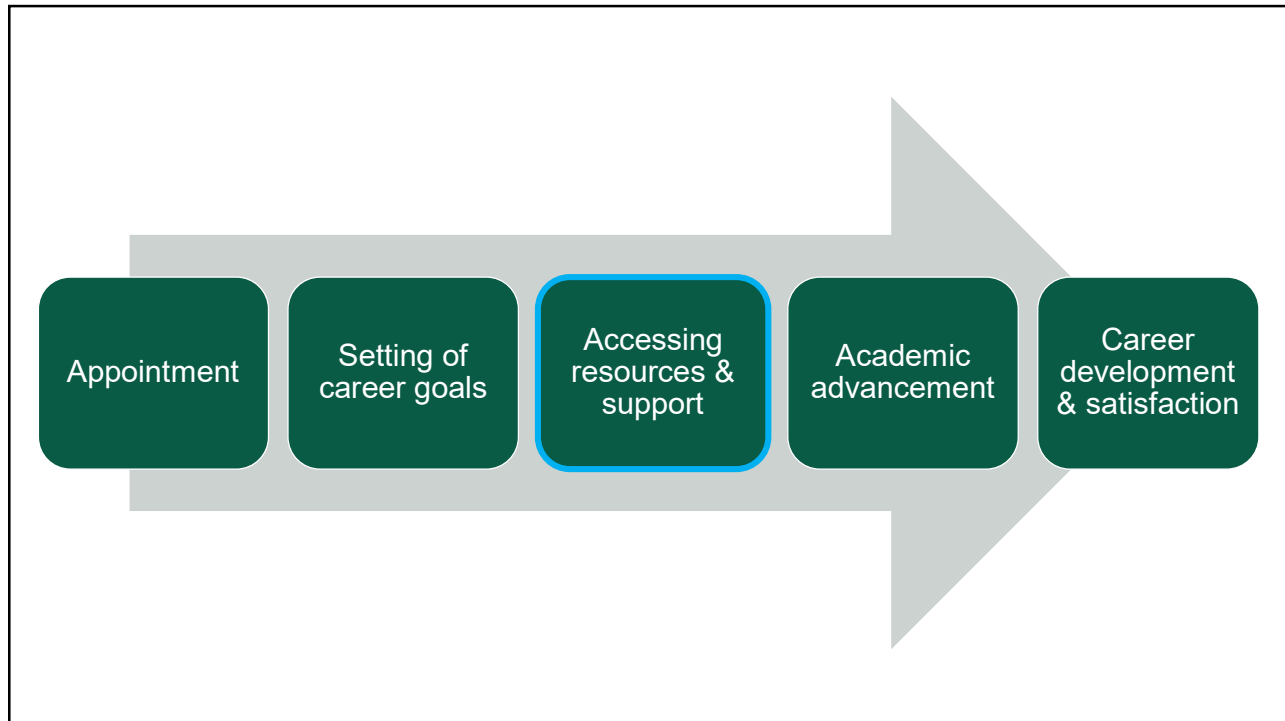
- Validation of scholarship
- Recognition within the institution
- Recognition within your profession
- Increased influence & impact
- Career & leadership opportunities
- Potential financial benefits*

*Salary benchmarking is often tied to academic rank

5



6



7

UMass Chan MEDICAL SCHOOL Office of Faculty Affairs

ABOUT OFA | **FACULTY DEVELOPMENT** | ACADEMIC AFFAIRS | COMMITTEES | GOVERNANCE & POLICIES

Faculty Development

The Office of Faculty Affairs strives to support UMass Chan faculty and to facilitate their academic growth and advancement. We want every faculty member to have access to the support they need to meet their professional development goals across their career.

Find a UMass Chan program that is right for you! Click on a program inventory, or explore the opportunities and resources below.

[ROADMAP of Professional Development](#) | [Programs for Basic Science Faculty](#) | [Programs for Clinical Faculty](#)

[Programs Offered Virtually](#) | [Programs Offered In-Person](#) | [Tuition-Free Programs](#)

Opportunities and resources for new and junior faculty

New Faculty Orientation
A virtual program offered 3x per year to help orient new faculty


Junior Faculty Development Program
A longitudinal professional development program for junior faculty

Investigator Career Advancement Program
A professional development program for incoming tenure-track junior faculty

Finding a Mentor
Information about finding a faculty mentor


<https://www.umassmed.edu/ofa/development/>

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January 1, 2025 Edition

RESOURCE HIGHLIGHT!



New Online APR: A Digital Transformation at UMass Chan


In preparation for this transition, we are offering a range of training opportunities to ensure that everyone is comfortable with the new system. These will include a variety of learning formats to cater to different preferences, as we understand that technology transitions can vary for each individual.

Two live Zoom training sessions will be available for faculty*:

Monday, January 27, 2025 at 12:00 PM
Thursday, January 30, 2025 at 12:00 PM

*Additional LIVE sessions will be scheduled in the late spring/early summer in advance of the APRs for clinical faculty who are required to complete a UMass Chan APR.


FACULTY HIGHLIGHTS!




December Faculty Promotions

Jeremy Aldien, MD
 Professor, Department of Surgery, Pediatrics and Urology


Richard Church, MD
 Professor, Department of Emergency Medicine





Managing Conflict in the Workplace **REGISTER**

Dec 17 | 12:00-1:00pm
Presenters: Drs. Mark Albanese, Paul Simeone
 This (virtual) session, facilitated by the medical and executive directors of the Massachusetts Physicians Health Services is designed to help faculty manage conflict in various professional and healthcare settings. The presenters will provide tips and resources regarding disruptive team members, and best practices for team-building.




*****NEW*** Transforming the APR Process: Training for Faculty** **ZOOM LINK**

Jan 27 | 12:00-1:00pm
 The Office of Faculty Affairs is offering a live virtual training for faculty to ensure that everyone is comfortable with the new annual performance review system. *Please note: Additional sessions will be scheduled in spring in advance of the APR process for clinical faculty those who are required to complete a UMass Chan APR.*

Add the Zoom link to your calendar today!

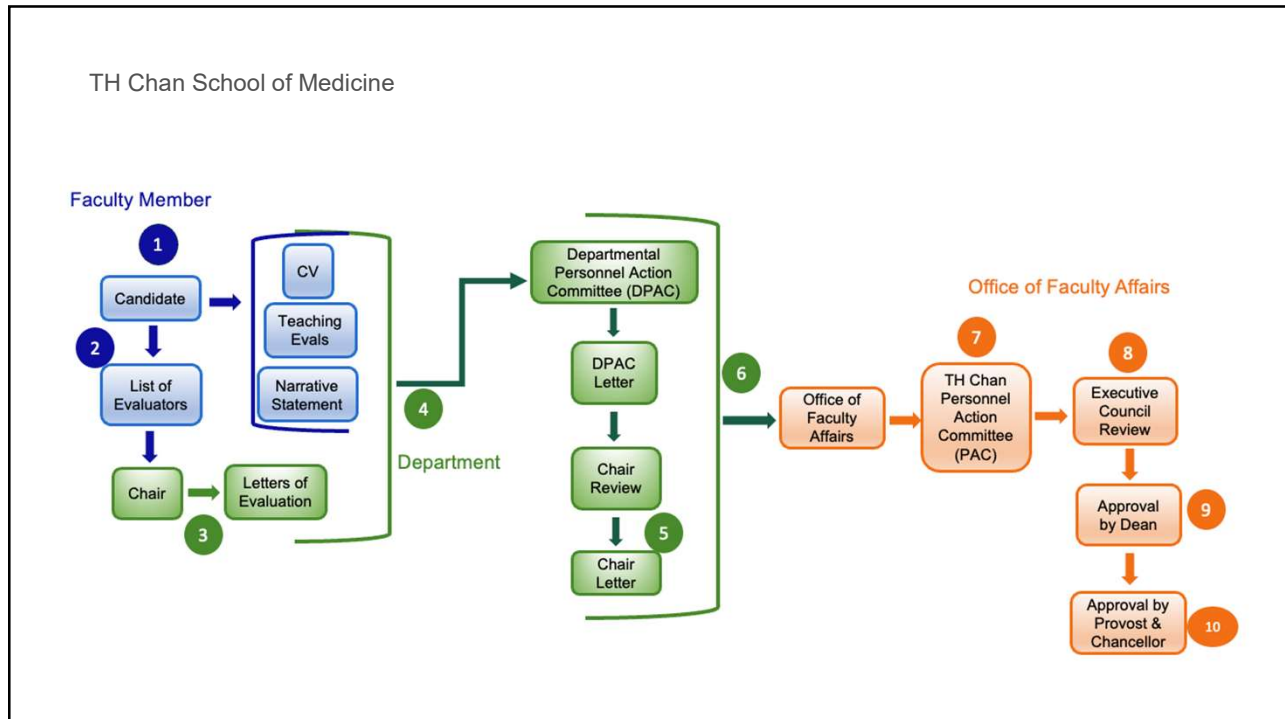
<https://umassmed.zoom.us/j/99840770529?pwd=SVVxWUwvazZSqb4506ZOD4tm8Csrc.1>



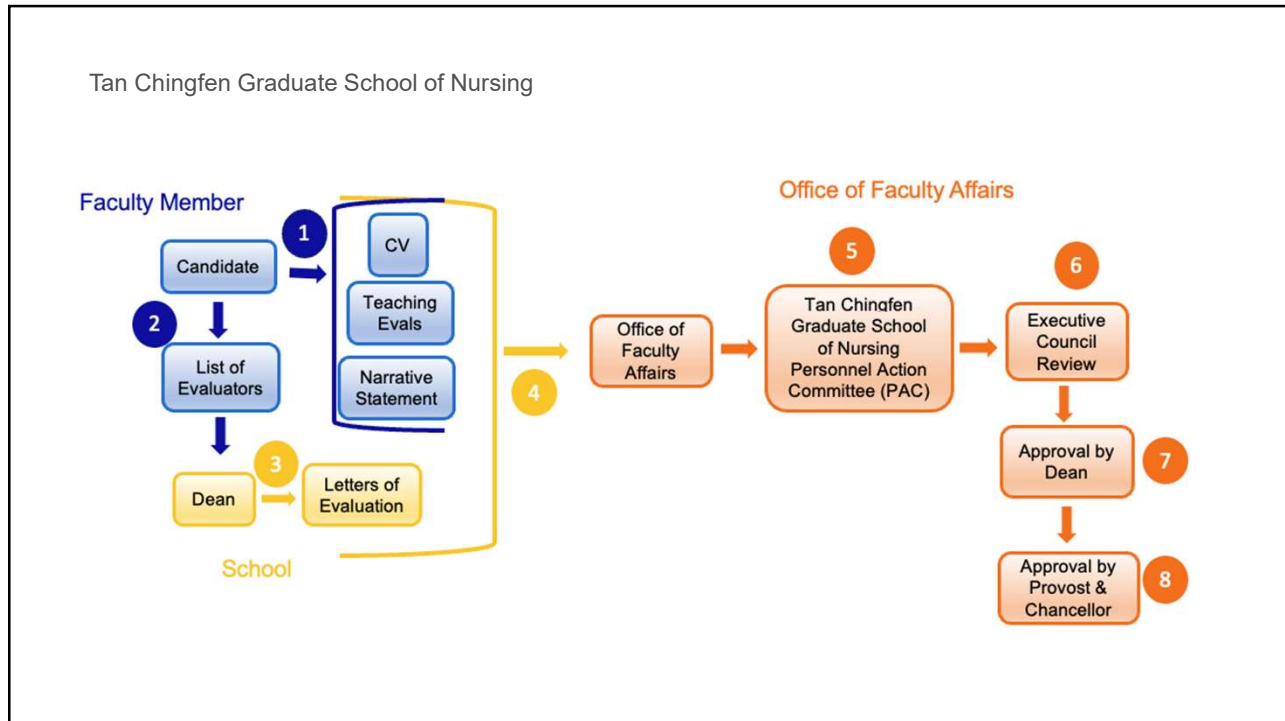
The Anatomy (and Physiology) of a Specific Aims Page **REGISTER**

Jan 28 | 12:00-1:00pm
Presenter: Dr. Justine Pinsky
 Many grants require a specific aims page, letter of intent, or equivalent that summarizes the goals and activities of your proposed research. The aims page is like the salesperson you send out to meet

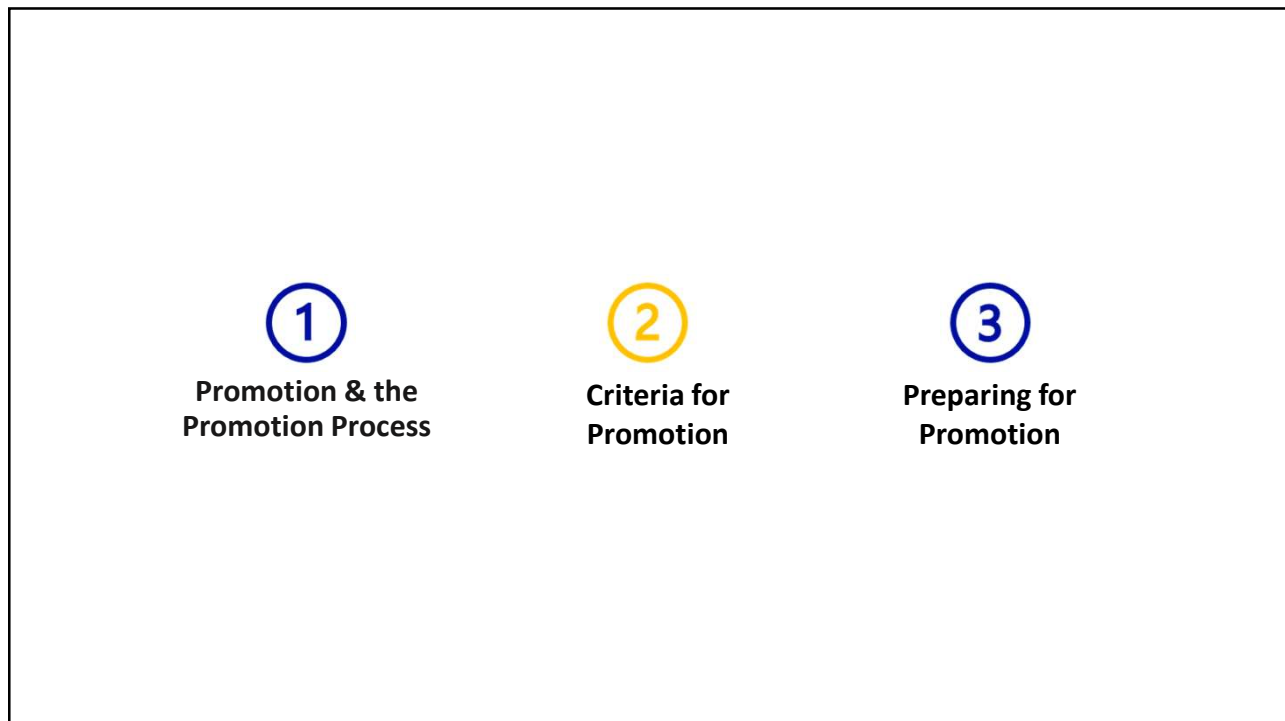
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10



11



12

**ACADEMIC PERSONNEL POLICY
OF THE
UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL**

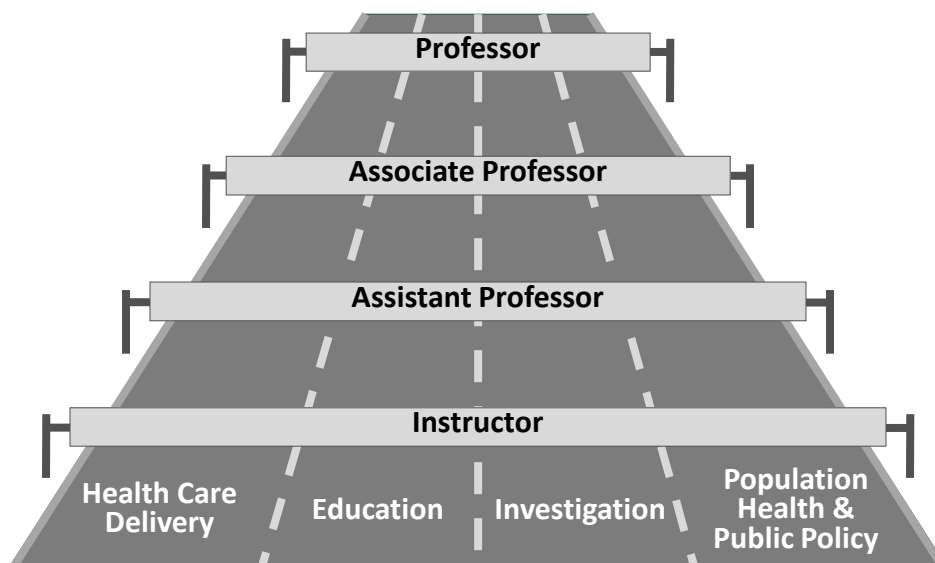
Document T95-022
as Amended by the Board of Trustees
December 8, 2017

A little light reading for you...

- Provides definition of academic ranks
- Defines criteria for appointment, promotion and tenure
- Describes procedures for review and decisions
- Defines employment terms and conditions

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4 Areas of Distinction



14

Criteria for promotion includes:

*Within your
Area of
Distinction*

- **Activities** that demonstrate **Excellence**
- A record of **Scholarship**
- Academic **Reputation** (local, regional, national, international)
- **Education**
- **Academic Service**

15

Scholarship is required in each Area of Distinction

Examples:

- ✓ peer-reviewed publications
- ✓ books, book chapters, textbooks and reviews
- ✓ evidence-based products such as policy statements, safety and quality studies, innovations in patient care, and clinical guidelines

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Scholarship is required in each Area of Distinction

Examples:

- ✓ peer-reviewed publications
- ✓ books, book chapters, textbooks and reviews
- ✓ evidence-based products such as policy statements, safety and quality studies, innovations in patient care, and clinical guidelines
- ✓ innovative educational materials published in print or other media
- ✓ patents, new therapies and technologies
- ✓ invited presentations and presentations at professional meetings
- ✓ Other

17

Evidence of academic reputation is required in each AOD

- Invited presentations and presentations at meetings
- Honors and Awards
- Academic Service activities
- External Letters of Evaluation

18

Evidence of academic reputation is required in each AOD

- Invited presentations and presentations at meetings
- Honors and Awards
- Academic Service activities
- External Letters of Evaluation

Academic reputation is expected to expand with academic rank

Local	within UMass Chan and its affiliates including Baystate, Lahey, Cape Cod, etc.
Regional	New England (CT, MA, ME, NH, RI, VT), including Worcester (e.g., WPI)
National	within USA including national meetings in NE
International	outside USA including international meetings in USA

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Table 1. Examples that Provide Evidence of Achievement at Each Level in Health Care Delivery

Entry Level
<ul style="list-style-type: none"> • Competence in a clinical specialty, as demonstrated by <i>local</i> recognition for contributions to health care delivery • Advanced degrees (e.g., MPH, MHA) and/or certification in clinical practice or related areas • A record of scholarship* that may include, but is not limited to, the following: <ul style="list-style-type: none"> ◦ Peer-reviewed publications, usually as first and middle author, case reports, book chapters and/or reviews ◦ Invited presentations and presentations at professional meetings
Established Level
<ul style="list-style-type: none"> • Expertise in a clinical specialty, as demonstrated by <i>local/regional</i> recognition for contributions to health care delivery • Clinical consulting and referrals <i>locally/regionally</i> • Major responsibility for and/or leadership of a clinical program and/or quality improvement initiative(s) • Development and implementation of innovative approaches that improve safety, quality and/or efficacy of healthcare delivery, and/or coordination of care across disciplines, with <i>local/regional</i> impact • Development and implementation of a unique clinical program, diagnostic test, and/or intervention with documented outcomes and <i>local/regional</i> impact • Funding to support innovations that influence clinical practice and/or health care or to support clinical or translational research as a contributor to team projects • A contributing role in patient-oriented or other area of research, including industry-supported clinical trials • Collaborations or defined role in team or multi-center projects or programs in health care delivery, <i>locally/regionally</i> • Identification by peers as a role model in clinical practice and professionalism • <i>Local/regional</i> honors and awards for health care delivery or clinical practice • A record of scholarship* that may include, but is not limited to, the following: <ul style="list-style-type: none"> ◦ Peer-reviewed publications, usually as first and senior author, case reports, book chapters and/or reviews ◦ Invited presentations and presentations at professional meetings ◦ Guidelines and/or protocols for patient treatment or delivery of care ◦ Evidence-based products such as safety and quality studies, standards of care, policies, protocols, and/or models of care coordination
Senior Level
<ul style="list-style-type: none"> • Expertise in a clinical specialty, as demonstrated by <i>national/international</i> recognition for contributions to health care delivery • Clinical consulting and referrals <i>regionally/nationally</i> • Leadership of a clinical program and/or quality improvement initiative(s) • Development and implementation of innovative approaches that improve safety, quality and/or efficacy of healthcare delivery, and/or coordination of care across disciplines and institutions, with <i>regional/national</i> impact • Development and implementation of a unique clinical program, diagnostic test, and/or intervention with documented outcomes and <i>regional/national</i> impact • Funding to support innovations that influence clinical practice and/or health care or to support clinical or translational research as the principal investigator • Leading role, often as principal investigator, in patient-oriented or other area of research, including industry-supported clinical trials • Collaborations and/or defined role and/or leadership in design of studies, conduct of study and/or analysis of data for team or multi-center studies, <i>regionally/nationally</i> • Identification by peers as a role model in clinical practice and professionalism • <i>National and/or international</i> honors and awards • A sustained record of scholarship* that may include, but is not limited to, the following: <ul style="list-style-type: none"> ◦ Peer-reviewed publications, usually as first and senior author ◦ Books, book chapters and/or reviews ◦ Invited presentations and presentations at professional meetings, <i>nationally and/or internationally</i> ◦ Guidelines and/or protocols for patient treatment or delivery of care ◦ Evidence-based products such as safety and quality studies, standards of care, policies, protocols, and/or models of care coordination <p><small>* The record of scholarship may include defined contributions to the scholarship of team projects</small></p>

Table 1. Health Care Delivery

Table 2. Education

Table 3. Investigation

Table 4. Population Health & Public Policy

20

Table 1. Examples that Provide Evidence of Achievement at Each Level in Health Care Delivery	
<p>Entry Level</p> <ul style="list-style-type: none"> • Competence in a clinical specialty, as demonstrated by local recognition for contributions to health care delivery • Advanced degrees (e.g., MPPs, MHA) and/or certification in clinical practice or related areas • A record of scholarship* that may include, but is not limited to, the following: <ul style="list-style-type: none"> ◦ Peer-reviewed publications, usually as first and middle author, case reports, book chapters and/or reviews ◦ Invited presentations and presentations at professional meetings 	<p>Promotion to Associate Professor <i>Health Care Delivery AOD</i></p>
<p>Established Level</p> <ul style="list-style-type: none"> • Expertise in a clinical specialty, as demonstrated by local/regional recognition for contributions • Clinical consulting and referrals locally/regionally • Major responsibility for and/or leadership of a clinical program and/or quality improvement initiative • Development and implementation of innovative approaches that improve safety, quality and/or delivery, and/or coordination of care across disciplines, with local/regional impact • Development and implementation of a unique clinical program, diagnostic test, and/or intervention outcomes and local/regional impact • Funding to support innovations that influence clinical practice and/or health care delivery • Research as a contributor to team projects • A contributing role in patient care • Collaborations or defined role in design of studies, conduct of study and team or multi-center studies, regionally/nationally • Identification by peers as a role model in clinical practice and professionalism • Local/regional honors and awards for health care delivery • A record of scholarship* that may include, but is not limited to, the following: <ul style="list-style-type: none"> ◦ Peer-reviewed publications, usually as first and senior author ◦ Invited presentations and presentations at professional meetings ◦ Guidelines and/or protocols for patient treatment or delivery of care ◦ Evidence-based products such as safety and quality studies, standards of care, policies, protocols of care coordination 	<p>Established Level in Health Care Delivery</p> <p>Excellence in a clinical specialty with local/regional impact:</p> <ul style="list-style-type: none"> • Major responsibility for and/or leadership of a clinical program and/or quality initiative • A unique clinical program, diagnostic test, and/or intervention with documented outcomes • Innovative approaches that improve safety, quality, and/or efficacy of healthcare delivery • A defined role in patient-oriented or other area of research • Funding for innovations in health care delivery, clinical, and/or translational research as a principal investigator, co-investigator, or contributor to team projects • A defined role and/or leadership in team or multi-center projects in health care delivery • Identification by peers as a role model in clinical practice and professionalism <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and senior author, case reports, book chapters, and/or reviews • Safety and quality studies, standards of care, policies, models of care coordination, guidelines, and/or protocols for patient treatment or delivery of care <p>Local/regional recognition for clinical expertise/health care delivery:</p> <ul style="list-style-type: none"> • Clinical consulting and referrals • Honors and awards for clinical expertise and/or health care delivery • Invited presentations and presentations at professional meetings
<p>Senior Level</p> <ul style="list-style-type: none"> • Expertise in a clinical specialty, as demonstrated by national/international recognition for contributions to health care delivery • Clinical consulting and referrals regionally/nationally • Leadership of a clinical program and/or quality improvement initiative[s] • Development and implementation of innovative approaches that improve safety, quality and/or delivery, and/or coordination of care across disciplines and institutions, with regional/national impact • Development and implementation of a unique clinical program, diagnostic test, and/or intervention outcomes and regional/national impact • Funding to support innovations that influence clinical practice and/or health care or to support research as the principal investigator • Leading role, often as principal investigator, in patient-oriented or other area of research, including clinical trials • Collaborations and/or defined role and/or leadership in design of studies, conduct of study and team or multi-center studies, regionally/nationally • Identification by peers as a role model in clinical practice and professionalism • National and/or international honors and awards • A sustained record of scholarship* that may include, but is not limited to, the following: <ul style="list-style-type: none"> ◦ Peer-reviewed publications, usually as first and senior author ◦ Books, book chapters and/or reviews ◦ Invited presentations and presentations at professional meetings, nationally and/or internationally ◦ Guidelines and/or protocols for patient treatment or delivery of care ◦ Evidence-based products such as safety and quality studies, standards of care, policies, protocols of care coordination <p>* The record of scholarship may include defined contributions to the scholarship of team projects</p>	

11

1

Promotion & the Promotion Process

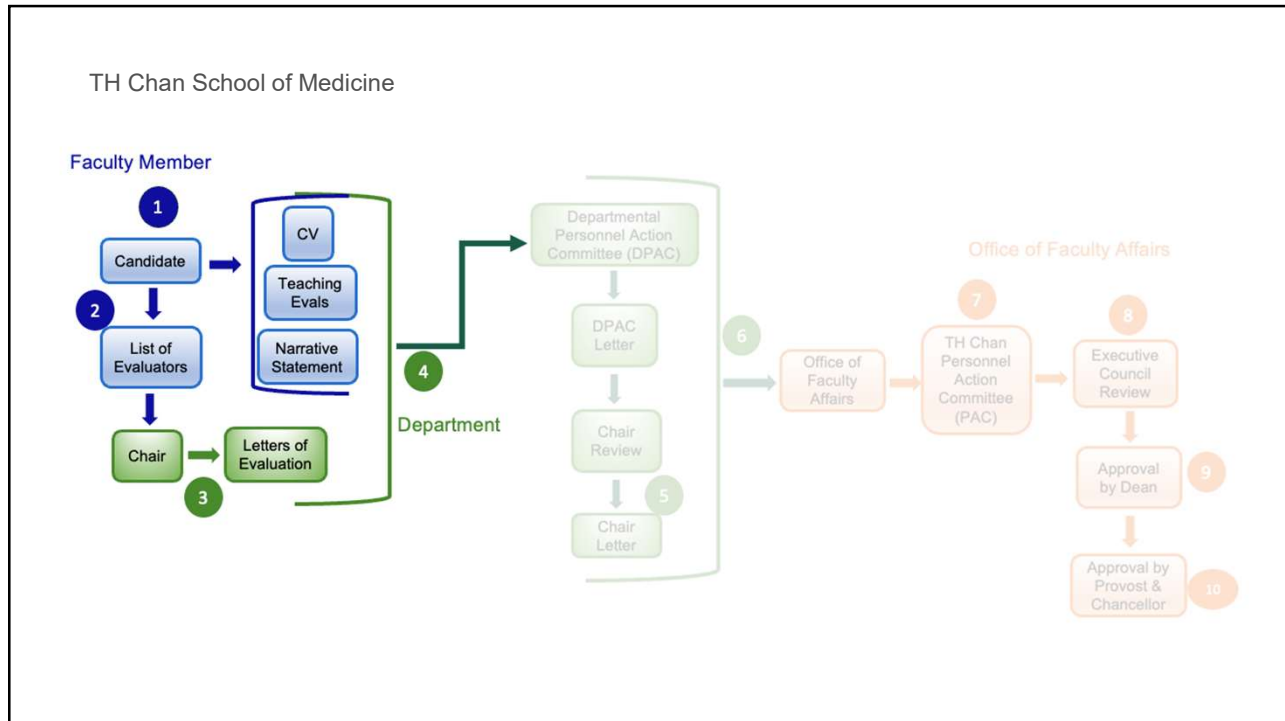
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Criteria for Promotion

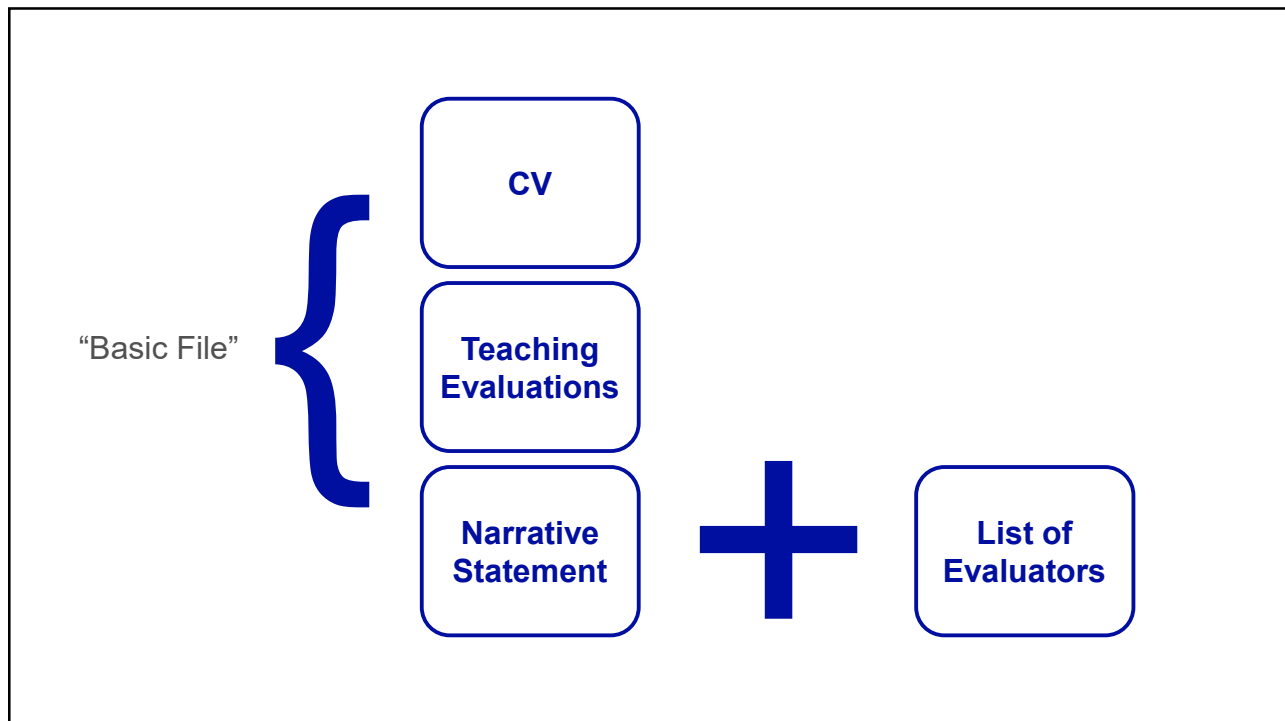
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Preparing for Promotion

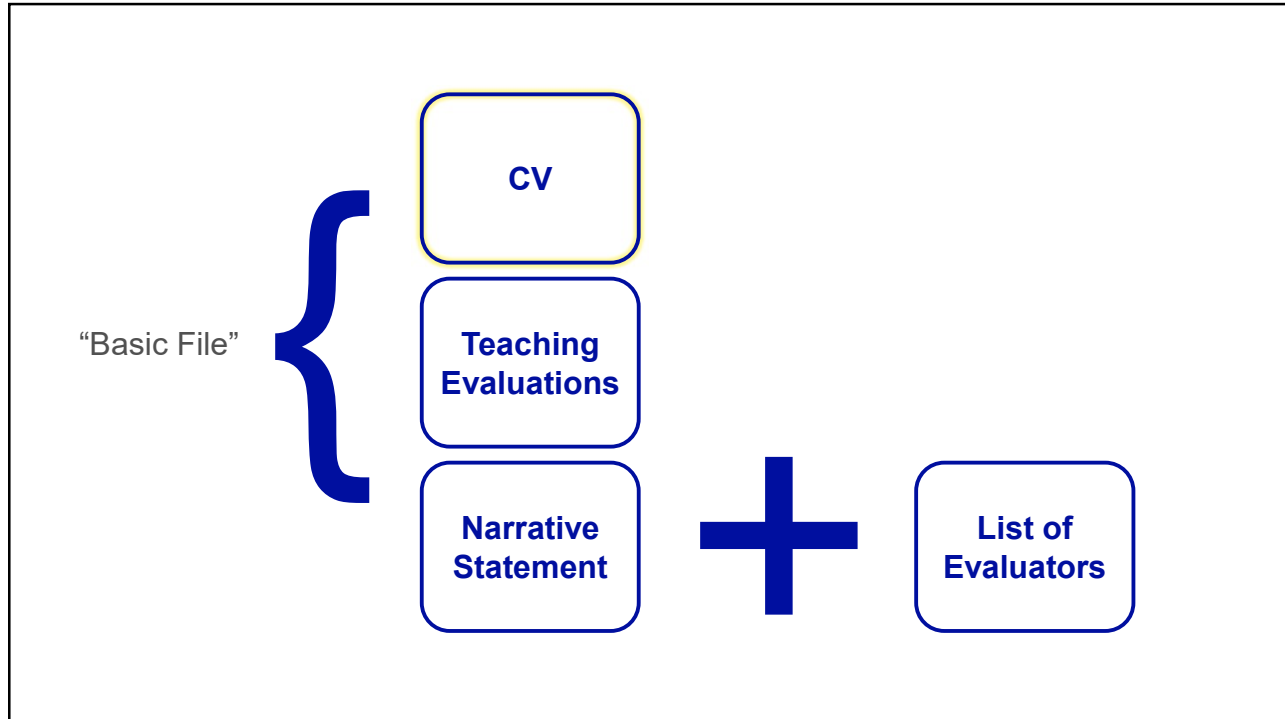
22



23




24



25

Your CV is a comprehensive record of your achievements

Using the institutional format allows for fair & equitable review across all faculty



Susan A. Jones, M.D., Ph.D.
 Department of Community Medicine
 UMass Chan Medical School
 55 Lake Avenue North
 Worcester, MA 01655
 Phone: (508) 856-1301
susan.j@gmail.com

Only include professional address and contact information

Education	
M.D., University of Massachusetts Medical School, Worcester, MA	6/2005
Ph.D. (Neuroscience), Graduate School of Biomedical Sciences, University of Massachusetts Medical School, Worcester, MA	6/2003
Thesis: "The function of dopamine in regulating cerebral blood flow" Advisor: Dudley Cook, PhD	
B.S., Psychology (magna cum laude), Allegheny University, Pittsburgh, PA	5/1998
Postdoctoral Training	
Postdoctoral Scholar, Department of Biochemistry, University of Pittsburgh School of Medicine, Pittsburgh, PA. Supervisor: Lucinda Earle, PhD	7/2009–6/2012
Residency in Family Medicine, Lancaster General Hospital, Lancaster, MA	7/2005–6/2008
Academic Appointments	
Assistant Professor, Departments of Community Medicine and Genetics, UMass Chan Medical School, Worcester, MA	7/2012–present
Other Positions and Employment	
Staff Physician, Franklin Health Clinic, Lancaster, MA	7/2008–6/2009

Uses institutional training that was correct at that time

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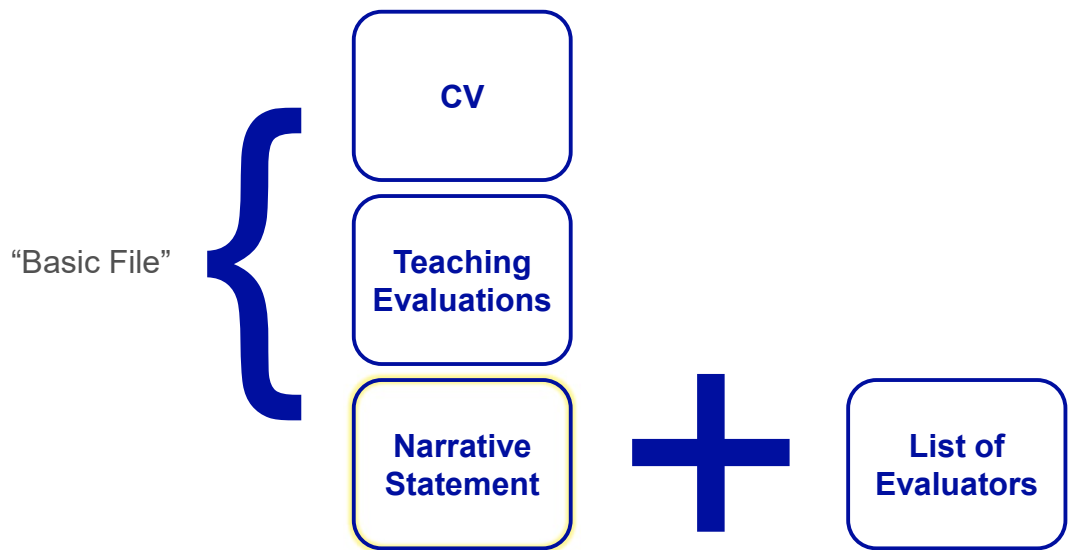
Teaching evaluations provide evidence of educational effectiveness

CV = list of educational activities (i.e. contribution to the educational mission of the institution)

Teaching evaluations = those activities have been effective

Robert A. Jones, M.D., Ph.D.	
University of Pennsylvania School of Medicine	
Philadelphia, PA 19104	
Phone: (215) 353-1212	
e-mail: rajones@wharton.upenn.edu	
Education	
Ph.D. in Public Health, University of Pennsylvania, Philadelphia, PA	1981-1986
M.D., University of Pennsylvania School of Medicine, Philadelphia, PA	1981-1986
M.S. in Epidemiology, University of Pennsylvania School of Medicine, Philadelphia, PA	1981-1986
B.S. in Biology, University of Pennsylvania, Philadelphia, PA	1977-1981
Appointments	
Associate Professor, Center for Health Equity Promotion, University of Pennsylvania	2013-present
Professor, University of Pennsylvania School of Medicine, Philadelphia, PA	2003-present
Associate Professor, University of Pennsylvania School of Medicine, Philadelphia, PA	2001-2003
Other Positions and Employment	
Staff Physician, University of Pennsylvania School of Medicine, Philadelphia, PA	2001-2003
Consultation and Contracts	
Consultant, National Institute of Health, Bethesda, MD	2001-present
Consultant, University of Pennsylvania School of Medicine, Philadelphia, PA	2001-present
Research and Awards	
University of Pennsylvania, Philadelphia, PA	2001-present
University of Pennsylvania School of Medicine, Philadelphia, PA	2001-present
Professional Memberships and Activities	
Member, American Society of Tropical Medicine and Hygiene	2001-present
Member, American Society of Parasitologists	2001-present
Member, American Society of Parasitologists	2001-present
Member, American Society of Parasitologists	2001-present
Ethical Responsibilities	
Member, IRB Research	2001-present

Teaching Evaluations Summary	
Faculty Name: Robert A. Jones, M.D., Ph.D.	
Department: University of Pennsylvania School of Medicine	
Term: 2023-2024	
Section	Students
PHIL 101	15
PHIL 102	15
PHIL 103	15
PHIL 104	15
PHIL 105	15
PHIL 106	15
PHIL 107	15
PHIL 108	15
PHIL 109	15
PHIL 110	15
PHIL 111	15
PHIL 112	15
PHIL 113	15
PHIL 114	15
PHIL 115	15
PHIL 116	15
PHIL 117	15
PHIL 118	15
PHIL 119	15
PHIL 120	15
Total	300



The Narrative Statement is an opportunity to highlight your accomplishments and put them into context

Personnel Action Committees won't necessarily know who you are or what you do.

Introduce yourself.

31

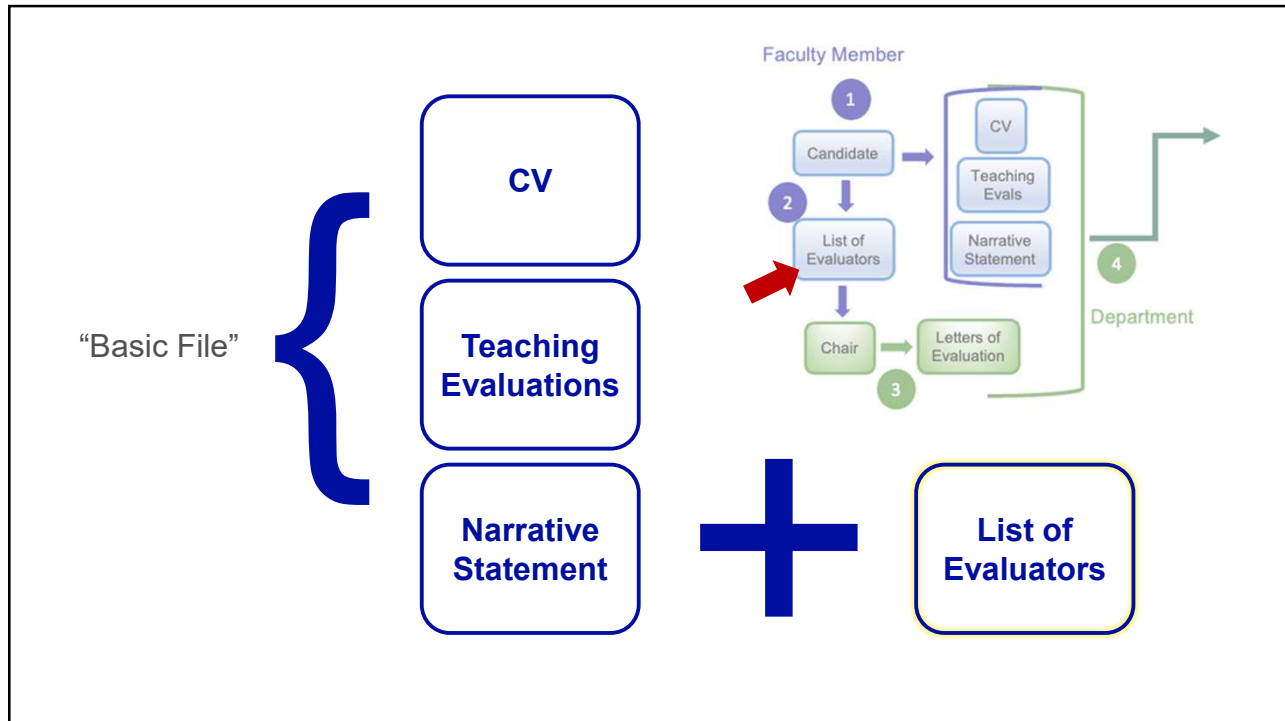
The Narrative Statement is an opportunity to highlight your accomplishments and put them into context

Personnel Action Committees won't necessarily know who you are or what you do.

Introduce yourself.

- ✓ Describe your accomplishments & their significance
- ✓ Highlight accomplishments briefly noted in your CV
- ✓ Explain any changes in career direction or pathway
- ✓ Provide a summary of your role within the organization

32



33

You provide a proposed list of letter writers to your Chair/Dean

The chair may select from the candidate's list &/or add other evaluators

NAME
TITLE
AFFILIATION
ADDRESS
EMAIL
TELEPHONE #

34

Letters of Evaluation fall into 3 categories

Category 1: Attestations

Category 2: Unbiased External Evaluations

Category 3: Teaching & Mentoring



35

Letters of Evaluation fall into 3 categories

Category 1: Attestations

Category 2: Unbiased External Evaluations

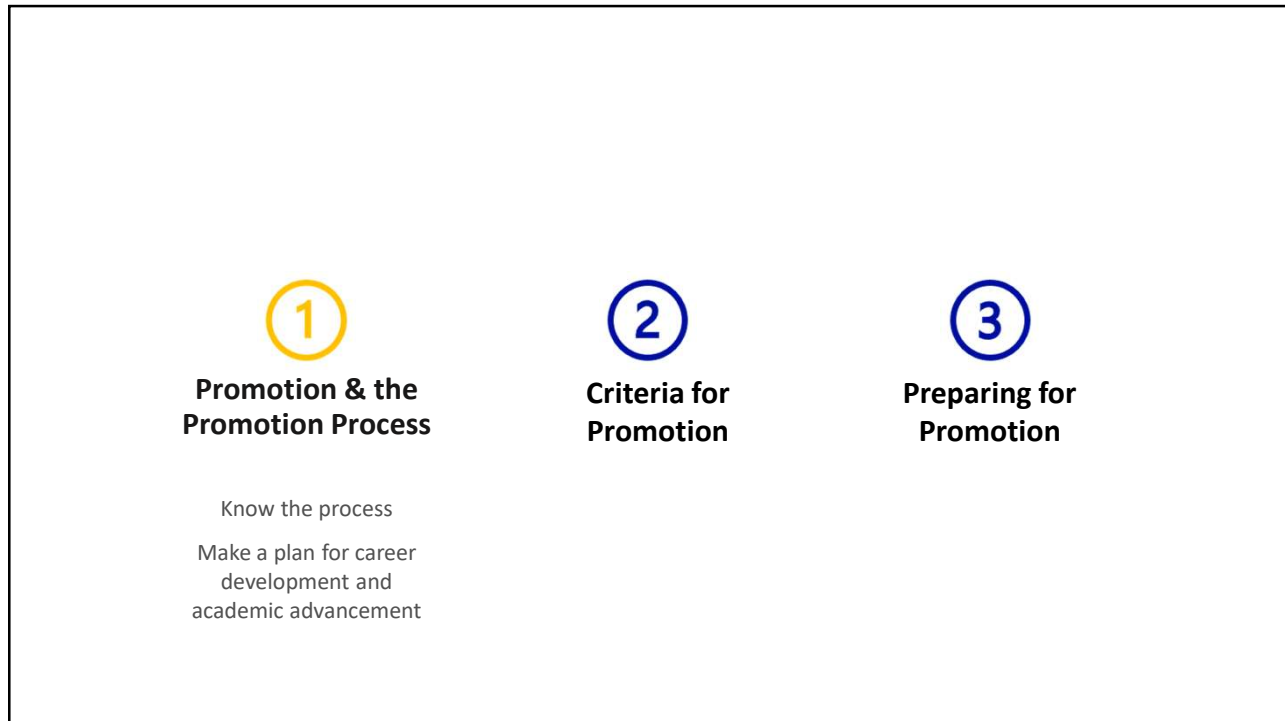
Category 3: Teaching & Mentoring

Minimum Requirements for Letters

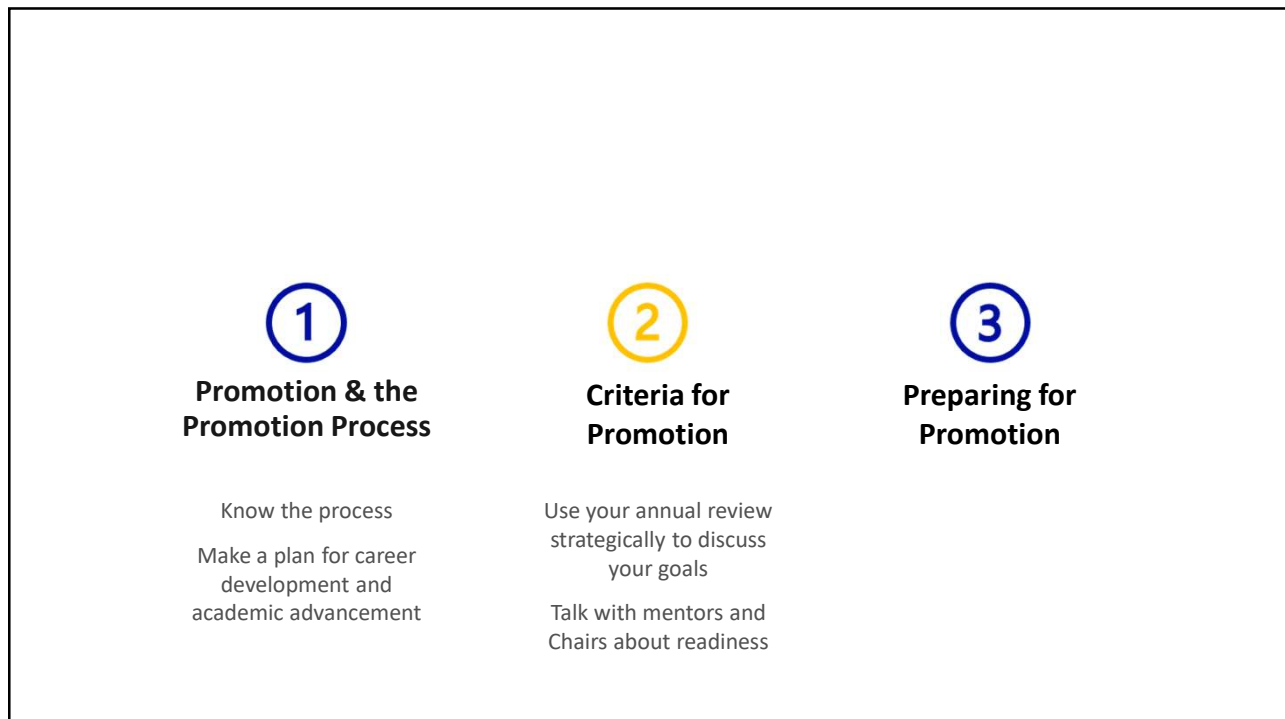
Personnel Action	Category 1	Category 2	Category 3
Appointment/promotion to Instructor/Assistant Professor	minimum 3	not required	any number
Appointment/promotion to Associate Professor/Professor	minimum 3	minimum 3	any number
Award of Tenure	any number	minimum 5	any number



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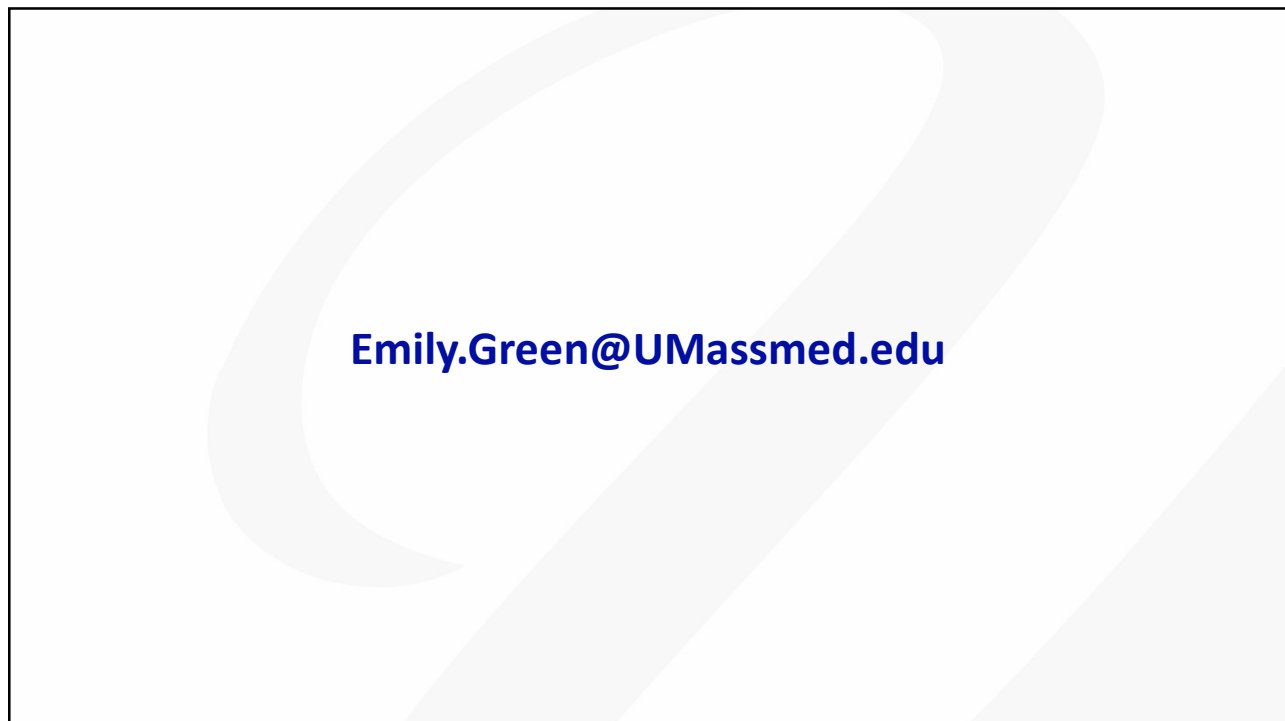
37



38

1	2	3
Promotion & the Promotion Process	Criteria for Promotion	Preparing for Promotion
Know the process Make a plan for career development and academic advancement	Use your annual review strategically to discuss your goals Talk with mentors and Chairs about readiness	Keep your basic file materials updated and complete

39



Emily.Green@UMassmed.edu

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