Promotion to Associate Professor

W. P. Andrew Lee, MD

Chair, Associate Professor Promotion Committee
The Milton T. Edgerton, MD, Professor and Director,
Department of Plastic & Reconstructive Surgery
Which of the following is indispensable for academic promotion at Johns Hopkins?

A. Peer-reviewed publications in high-impact journals
B. NIH research grants
C. Chapters in leading textbooks
D. Leadership roles in national organizations
E. National recognition for scholarship
Mission of Johns Hopkins Medicine

To improve the health of the community and world by setting the standard of excellence in medical education, research and clinical care.
- **THE GOLD BOOK (2013)**
  Policies and Guidelines
  - Governing Appointments, Promotions, and Professional Activities of **Full-Time Faculty**

- **THE BLUE BOOK (2010)**
  Policies and Guidelines
  - Governing Appointments, Promotions, and Professional Activities of **Part-Time Faculty**

- **THE SILVER BOOK (2016)**
  - Professional Development Guide for **Full and Part-Time Faculty**
  - Documentation of Achievements Supporting Appointments at Each Academic Rank
  - Guide for Professional Development Through Self-Direction, Mentoring, and Annual Review
Scholarship

As defined in the Gold Book

- Primary basis for academic advancement
- Encompassing generation of new knowledge and/or the dissemination of knowledge to others
- Accessible to critical assessment and accessible to future use by members of the academic community
Achievements Supporting Academic Appointments

- **ASSISTANT PROFESSOR**
  A CLEAR SCHOLARLY COMMITMENT AND DEMONSTRATED CREATIVE SCHOLARLY CONTRIBUTION

- **ASSOCIATE PROFESSOR**
  NATIONAL RECOGNITION FOR SCHOLARSHIP

- **PROFESSOR**
  NATIONAL LEADERSHIP AND (IN MOST CASES) INTERNATIONAL RECOGNITION FOR IMPORTANT SCHOLARLY CONTRIBUTION
Promotion at Johns Hopkins
SINGLE TRACK SYSTEM

- Research
- Clinical Care
- Education

JOHNS HOPKINS
Research
Clinical Care
Teaching (Educational Scholars)
Program Builder
Promotional pathways

**RESEARCHER**
- Physician with clinical distinction for outstanding clinical skills
- Clinical Program Builder – developed a broad-reaching clinical program
- Physician-Innovator – developed a diagnostic tool, assay, or clinical procedure
- Basic Scientist/Educator
- Research Innovator – developed novel research assay

**CLINICIAN**
- Physician with clinical distinction for outstanding clinical skills
- Clinical Program Builder – developed a broad-reaching clinical program
- Physician-Innovator – developed a diagnostic tool, assay, or clinical procedure
- Clinician/Educator- patient care and local educational leadership

**EDUCATOR**
- Educational Scholars
- Clinician/Educator

**PROGRAM BUILDER**
- Clinical program builder
- Research Program Builder–developed a broad reaching program
- Educational Program Builder
Welcome to the Associate Professor Promotions Committee Nomination Manager

Updated - 08/2015
Dear Candidate:

In order for the Associate Professor Promotions Committee (APPC) to more efficiently and effectively process your nomination you will need to complete this web-based Nomination Manager. In addition to providing a CV that you will upload, this database has been organized to allow you to emphasize important aspects of your contributions to: research/education/clinical distinction/program building, innovations and quality improvement that might not be completely captured from your CV. To save time, 1) read this entire page before your start, 2) once you have logged on, click on the Downloaded forms on the left-hand blue navigational bar and review the FAQs, and 3) download the PDF to see all questions that will be asked in the Nomination Manager. It will take you approximately 60-90 mins to input your data provided your CV is up to date and properly organized for academic promotion at Johns Hopkins.

You will be able to set your own User Name and Password so that you can return to your work over several sessions, if needed. Your information will be transmitted through a secured server and will be kept confidential. Only after completing and submitting your responses can the file be viewed by the APPC.
### Promotion Pathways

**Pathway Page on Nomination Manager – Decision Tree**

**Version date: 01/13/14**

<table>
<thead>
<tr>
<th>Promotional Pathways (Track)</th>
<th>Career emphasis (pathway)</th>
<th>Description</th>
<th>Examples of faculty promoted within specific career emphasis pathway</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadly Defined as outlined in Gold and Silver books</td>
<td>Choices in the Nomination manager (more than 1 may apply)</td>
<td><strong>Sample Tree Question:</strong> Are you a clinician with the majority of your scholarly activities centered around patient care?</td>
<td><strong>Clinician</strong></td>
</tr>
</tbody>
</table>
| If yes, which best describes your expertise? | **Physician with clinical distinction for outstanding clinical skills** | This faculty member is nationally known for his/her exceptional/outstanding clinical skills and expertise. | **Lili Barouch, M.D., Medicine**
**Mahmoud Malek, MD, Surgery**
**David Spragg, MD, Medicine** |
| | **Clinical Program Builder – developed a broad-reaching clinical program** | This faculty member has built or has been an integral part of a team that has designed a clinical program of excellence for which the faculty member is nationally known. This program may have been a model emulated by other hospitals or the program that attracts patients outside of the immediate region. | **Kathleen B. Korte, Ph.D., Department of Medicine and Rehabilitation**
**Julie Hoover-Fong, M.D., Ph.D, Institute of Genetics** |
| | **Physician-Innovator – developed a diagnostic tool, assay, or clinical procedure** | This faculty member is involved in patient care but has also developed unique and novel assays, an approach, or tool that is used for clinical care (e.g., an assay that will be used in patients for cancer diagnosis or cancer progression, or a unique surgical approach, or device). | **William Anderson, M.D., Ph.D., Neurosurgery**
**Patrick Okolo II, M.B.B.S., Department of Medicine, GI**
**Armin-Arbab Zadeh, MD, Ph.D, Medicine**
**Samuel Yang, M.D, Emergency Medicine** |
| | **Clinician/Educator - patient care and local educational leadership** | The Clinician/Educator is primarily focused on excellence in clinical care in addition to educating trainees with available materials but is not necessarily developing new curricula or testing new teaching tools. However, this faculty member would have educational scholarship such as case reports with students, book chapters, reviews articles, and would most likely have teaching awards, and leadership positions such as residency or fellowship directors. Those who are successfully promoted in this career pathway are also nationally known for being excellent clinicians/educators, and often have leadership within national educational organizations (e.g., ACGME) and are question-writers for boards. See Educational/Scholar. | **Rachel Levine, M.D., MPH Medicine**
**Michael Barone, M.D., MPH Pediatrics**
**Pradeep Ramulu M.D., Ph.D., Ophthalmology** |
Promotion to Associate Professor

National recognition in at least one domain of scholarship:

• **Research**
  - independent research
  - a focused body of publications
  - national visibility of the research findings
  - continuing extramural support

• **Clinical Distinction**
  - development and dissemination of a unique clinical program, diagnostic test, or intervention

• **Education**
  - development, implementation, and evaluation of innovative educational programs
  - leading textbooks or chapters in leading textbooks
  - development and dissemination of other educational materials (e.g. websites, course design)
  - development of educational research project(s)
Additional activities that demonstrate national recognition or impact

- Regional and national **awards** for research or service
- **Invited presentations** at scholarly meetings and conferences
- **Invited presentations** at other universities and hospitals
- Serving on national scientific **advisory boards or study sections**
- Serving as an **officer** or on the council of national scholarly organization
- **Leadership roles** in scholarly/national organizations
- Serving on **editorial boards**
- **Organization** of national or regional research, clinical or educational meetings
- National reputation/impact documented by **letters of recommendation**
Academic Promotion Process

To Associate Professor

- Application in APPC Nomination Manager
- Approval by Department Director
- Submission of Director’s Letter by credentialing coordinator
- Solicitation of reference letters (14 total, 8 external)
- Average time to APPC review 4-5 months
  - APPC will contact for missing information
  - Questions directed to department credentialing coordinator
- APPC review
  - Two primary reviewers
  - Disclosure of conflict of interests
  - Committee deliberation
- Recommendation to Advisory Board of Medical Faculty
Years at Rank by Promotional Pathways

<table>
<thead>
<tr>
<th>Years at Rank by Promotional Pathways</th>
<th>Basic Scientist/Research Program Builder</th>
<th>Physician/Translational Research</th>
<th>Clinical Program Builders</th>
<th>Clinician/Educational Scholars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>7</td>
<td>7</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Median</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Range</td>
<td>3-14</td>
<td>4-15</td>
<td>5-17</td>
<td>5-15</td>
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Years at Rank by Gender (Promotion to Associate Professor)

Mean years at rank

<table>
<thead>
<tr>
<th>Year</th>
<th>Women</th>
<th>Men</th>
<th>N</th>
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<tr>
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<td>8</td>
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<td>N=18</td>
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<td>2012</td>
<td>9</td>
<td>7.5</td>
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<td>2013</td>
<td>8.3</td>
<td>7.4</td>
<td>N=29</td>
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Women  Men
Summary Statistics for Associate Professor Promotion Committee

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<tr>
<th>Year</th>
<th>Total number reviewed</th>
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<td>41</td>
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<tr>
<td>2008</td>
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<td>65</td>
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<td>2010</td>
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<tr>
<td>2011</td>
<td>73</td>
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<tr>
<td>2012</td>
<td>75</td>
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<tr>
<td>2013</td>
<td>110</td>
</tr>
<tr>
<td>2014</td>
<td>101</td>
</tr>
<tr>
<td>2015</td>
<td>110</td>
</tr>
<tr>
<td>Year</td>
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<td>------</td>
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<tr>
<td>2007</td>
<td>41</td>
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<tr>
<td>2008</td>
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<td>2009</td>
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<td>2011</td>
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<td>2012</td>
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<td>2013</td>
<td>110</td>
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<tr>
<td>2014</td>
<td>101</td>
</tr>
<tr>
<td>2015</td>
<td><strong>110</strong></td>
</tr>
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## Summary Statistics for Associate Professor Promotion Committee

<table>
<thead>
<tr>
<th>Year</th>
<th>Total number reviewed</th>
<th>% promoted on first review</th>
<th>Years at rank (median)</th>
<th>Years at rank (mean ± SD)</th>
<th>Range</th>
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<tbody>
<tr>
<td>2007</td>
<td>41</td>
<td>100</td>
<td>6</td>
<td>7 ± 2</td>
<td>3-15</td>
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<tr>
<td>2008</td>
<td>87</td>
<td>94</td>
<td>7.5</td>
<td>8 ± 3</td>
<td>2-17</td>
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<tr>
<td>2009</td>
<td>65</td>
<td>82</td>
<td>6</td>
<td>6 ± 2</td>
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<td>52</td>
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<tr>
<td>2011</td>
<td>73</td>
<td>100</td>
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<td>7 ± 3</td>
<td>3-14</td>
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<td>2012</td>
<td>75</td>
<td>82</td>
<td>10</td>
<td>10 ± 3.2</td>
<td>2-31</td>
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<tr>
<td>2013</td>
<td>110</td>
<td>87</td>
<td>7</td>
<td>7 ± 2</td>
<td>2-17</td>
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<tr>
<td>2014</td>
<td>101</td>
<td>81</td>
<td>7</td>
<td>7.9 ± 4.4</td>
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<td>2015</td>
<td>110</td>
<td>80</td>
<td>7</td>
<td>8.4 ± 5.2</td>
<td>1-31</td>
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Mean Publications by Pathway - 2014

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Publications</th>
<th>Publications (First Last)</th>
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<tbody>
<tr>
<td>Clinical Program Builder/ Clinician with distinction</td>
<td>25</td>
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</tr>
<tr>
<td>Clinician/ Educator</td>
<td>17</td>
<td>7</td>
</tr>
<tr>
<td>Clinical Investigator/ Translational Research</td>
<td>34</td>
<td>15</td>
</tr>
<tr>
<td>Physician- Basic Scientist</td>
<td>24</td>
<td>11</td>
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<tr>
<td>Basic Scientist/ Research Program Builder</td>
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### Mean Publications by Pathway - 2014

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<tr>
<th>Pathway</th>
<th>Publications</th>
<th>Publications (First Last)</th>
<th>Publications since AP</th>
<th>Publications (First Last) since AP</th>
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<td>Clinician/ Educator</td>
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<td>7</td>
<td>15</td>
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<tr>
<td>Clinical Investigator/ Translational Research</td>
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<td>15</td>
<td>23</td>
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<td>Physician- Basic Scientist</td>
<td>24</td>
<td>11</td>
<td>14</td>
<td>7</td>
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<tr>
<td>Basic Scientist/ Research Program Builder</td>
<td>36</td>
<td>15</td>
<td>22</td>
<td>11</td>
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<td>Clinical Program Builder/ Clinician with distinction</td>
<td>25</td>
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<tr>
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<td>7</td>
<td>15</td>
<td>15</td>
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<tr>
<td>Clinical Investigator/ Translational Research</td>
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<td>11</td>
<td>15</td>
<td>14</td>
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<tr>
<td>Physician- Basic Scientist</td>
<td>24</td>
<td>6</td>
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### Summary Statistics for Associate Professor Promotion Committee

<table>
<thead>
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<th>Year</th>
<th>Original Research Publications (Median)</th>
<th>Original Research Publications (Mean)</th>
<th>Original Research Publications (Range)</th>
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<td>26</td>
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<td>2008</td>
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<td>2009</td>
<td>30</td>
<td>32</td>
<td>6-99</td>
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<tr>
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<td>IC</td>
<td>IC</td>
<td>IC</td>
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<tr>
<td>2011</td>
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<td>7-51</td>
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<td>2015</td>
<td>32</td>
<td>34</td>
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### Summary Statistics for Associate Professor Promotion Committee

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<th>Year</th>
<th>Original Research Publications (Median)</th>
<th>Original Research Publications (Mean)</th>
<th>Original Research Publications (Range)</th>
<th>Female %</th>
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<td>3-138</td>
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<td>2015</td>
<td><strong>32</strong></td>
<td><strong>34</strong></td>
<td><strong>3-89</strong></td>
<td><strong>39</strong></td>
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Other publications and Teaching Awards by Career Pathway

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<tr>
<th>Category</th>
<th>TranslationRes</th>
<th>PhysicianBS</th>
<th>ClinEdu/CPB</th>
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<tbody>
<tr>
<td>Book Chapters</td>
<td>6.0</td>
<td>2.7</td>
<td>11.7</td>
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<tr>
<td>Case Reports</td>
<td>2.5</td>
<td>4.0</td>
<td>9.6</td>
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<tr>
<td>Teaching Awards</td>
<td>0.6</td>
<td>0.4</td>
<td>2.6</td>
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Clinician Promotion Workgroup

- Recommended by the Clinical Excellence Committee
- Maintains single-track promotion system
- Reflects institutional values in clinical excellence
- Assesses promotion criteria for clinicians
Clinician Promotion Workgroup

- Mary Armanios • APPC
- Michele Bellantoni • MCACE
- Daniel Brotman • PPC
- Meg Chisolm • APPC/MCACE
- Nauder Faraday • APPC
- Michael Fingerhood • MCACE
- Eric Howell • APPC/MCACE
- W. P. Andrew Lee • APPC
- Justin McArthur • PPC
- Tim Moran • PPC
- Scott Wright • MCACE
- Martha Zeiger • PPC
• Maintain fundamental principles of promotion (scholarship, recognition beyond SOM)
• Elaborate on criteria applicable to clinicians
Promotion Criteria Pertinent to Clinicians

From Gold and Silver Books

• Reputation as reflected by referrals within and beyond SOM
• Invitation to teach and to conduct workshops
• Invited reviews, book chapters, case reports
• National presentations, invited talks
• Professional society leadership
• Member or examiner for specialty boards
• Development of nationally recognized standards of care
• Role model of professionalism in clinical practice
• Patient volume and referrals
Workgroup Recommendations

- Maintain fundamental principles of promotion (scholarship, recognition beyond SOM)
- Elaborate on criteria applicable to clinicians
- Establish PPC/APPC subcommittees for clinicians
Workgroup Recommendations

- Maintain fundamental principles of promotion (scholarship, recognition beyond SOM)
- Elaborate on criteria applicable to clinicians
- Establish PPC/APPC subcommittees for clinicians
- Educate faculty candidates and departmental promotion committees about clinician promotion
- Enhance CV template to include clinical criteria
CURRICULUM VITAE
The Johns Hopkins University School of Medicine

(Signature) __________________________________________ (Typed Name) __________________________ (Date of this version)

DEMOGRAPHIC AND PERSONAL INFORMATION

Current Appointments (in chronological order, earliest first by start date under each subcategory)
Year-present University
Year-present Hospital
Year-present Other

Personal Data
Business Address
Tel
Fax
E-mail

Education and Training (in chronological order, earliest first by start date under each subcategory)
Undergraduate
Doctoral/graduate
Postdoctoral (Internship, residency, fellowship, etc.). Indicate primary mentors for scholarly activities where applicable

Professional Experience (in chronological order, earliest first)
Date
Position, Institution/City

PUBLICATIONS: (in chronological order, earliest first, under each subcategory) Include only those published or in press; do not include submitted, in preparation, or planned.

Please show all authors for all articles, chapters, etc.
Please bold your name as an author in each reference
Please indicate multiple by underlining their name
Please number all articles consecutively, starting from 1 [one] under each subcategory
Please use standard reference citation format: Author(s) F/M, First author F/M, Second author F/M, Third author F/M, (etc.). Title, Journal, Year, Volume (Number) Page Page. (Delete extra periods or commas between initials.)

Please specify with a note after the publication your role(s) in clinical trial articles of 10 authors or more, if not first or senior author, such as data analysis, manuscript writing, obtaining funding, steering committee, etc.

Please specify with a note after the publication your authorship or corresponding authorship, if not obvious first or senior author
Please specify with [SI/QI] after the entry if the article can also be considered a system innovation, quality improvement, or publication

Original Research [OR] [including multi-authored clinical trials, experimental studies (including in vivo, in vitro, in silico studies), educational research, systematic reviews (eg. Cochrane, IOM), meta-analysis]. Please indicate your role in multi-authored articles, if not first or senior author

Review Articles [RA]
Case Reports [CR]
Book Chapters, Monographs [BC]
Books, Textbooks [BK]

Other Publications: Suggested Additional Subcategory Titles: May adjust as necessary for your specialty
Proceedings Reports [PR]
Guidelines/Protocols, Consensus Statement, Expert Opinion, Consortium Articles [GL]
Editorials [ED]
Methods and Techniques, “How I Do It” articles [MT]
Research Letters/White Papers/Brief Reports [RL]
Published Curricula [PC], Learner Assessment Tools, Educational Evaluations, Assessment/Evaluation Instruments [PC]
Letters, Correspondence [LT]
Media Releases or Interviews [MR]
Other Media [OM] (Videos, Websites, Blogs, Social Media, etc.)
New & Enhanced CV Template

Approved by ABMF 12/16/2015

- DEMOGRAPHIC & PERSONAL INFORMATION
- PUBLICATIONS
- FUNDING
- CLINICAL ACTIVITIES
- EDUCATIONAL ACTIVITIES
- RESEARCH ACTIVITIES
- SYSTEM INNOVATION & QUALITY IMPROVEMENT
- ORGANIZATIONAL ACTIVITIES
- RECOGNITION
Publications

- Original Research
- Review Articles
- Case Reports
- Book Chapters, Monographs
- Books, Textbooks
- Proceedings Reports
- Guidelines/Protocols, Consensus Statement, Expert Opinion
- Editorials
- Methods and Techniques, “How I Do It” articles
- Research Letters/White Papers/Brief Reports
- Letters, Correspondence
- Media Releases or Interviews
- Other Media (Videos, Websites, Blogs, Social Media)
Funding

Extramural Funding
• Research
• Educational
• Clinical
• System Innovation or Quality Improvement
• Other Extramural Funding

Intramural Funding
• Research
• Educational
• Clinical
• System Innovation or Quality
• Other Intramural Funding
Publication & Funding

- Consolidated listing to facilitate entry and review
- More subcategories for proper identification
- Avoidance of mislabeled entry (e.g. invited review as research publications)
- Enhanced clarity for PPC/APPC reviewers
Clinical Activities

- Clinical Focus *(optional--up to 100 word narrative)*
- Certification, licensure, boards
- Clinical Responsibilities
- Clinical Productivity
- Clinical Draw from outside local/regional area
- Examiner for specialty board
- Clinical Program Building / Leadership
- Clinical Demonstration Activities to external audience
- Development of recognized clinical standard of care
Focused Activities

- Best opportunities to showcase focused activities
- Entry headings as “prompt” for description
- Not every entry is required: “Not Applicable”, “Unknown”
- May list activities/accomplishments not requested
Facts about Academic Promotion

Which of the following is indispensable for academic promotion at Johns Hopkins?

A. Peer-reviewed publications in high-impact journals
B. NIH research grants
C. Chapters in leading textbooks
D. Leadership roles in national organizations
E. National recognition for scholarship
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