



**STANFORD**  
M E D I C I N E

# Promotion to Professor in the MCL

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# Outline of Topics

- National reputation
- Proportionality of contributions
- Summary of criteria
- Timing of promotion consideration
- Outline of promotion process
- Office of Academic Affairs resources



# MCL Professor

- Promotion to Professor is usually for a continuing term but can be for a term
- Must be recognized as a leader in the field
- National recognition for excellence in the overall mix of contributions is required
- National recognition is most often obtained through scholarship, but clinical care and teaching also play a role



# National Reputation

- Other activities that contribute to a national reputation:
  - Membership on editorial boards
  - Service on national committees or study sections
  - Leadership or other participation in leading scientific or clinical societies in the field
  - Invited lectureships and visiting professorships



# Establishing the Proportionality of Contributions

- The allocation of an MCL faculty member's time is determined by the strategic and programmatic needs of the department
- The proportionality of contributions is determined at the time of appointment and is confirmed in the offer letter
- All MCL faculty should have a minimum of 20% FTE for scholarship
- The proportionality of contributions should be discussed at each annual counseling meeting with the chair or chief



# Establishing the Proportionality of Contributions-2

- The proportionality should be documented in the annual counseling form
- If the proportionality of contributions changes, the changes should be included in written documentation
- Evaluation for reappointment and promotion should take into account the proportionality of contributions in each year of the term



# Proportionality of Contributions

- Often the majority of time is spent in clinical care and teaching
- In some cases, the highest percentage of effort is devoted to scholarly activities (often with peer-reviewed funding)
- Need to establish and maintain excellence in the area in which the highest proportion of time and effort is dedicated



# Applying the Criteria

- Evaluation should be of total performance
- Taking into consideration the proportionality of contributions in each year of the current appointment, appropriate weight should be given to the quality and quantity of work in each mission area
- Documentation that explicitly and tangibly supports both the quality of performance and the quantity of contributions is required





# Criteria MCL Professor-Scholarship

- At the rank of Professor, the main emphasis is on peer-reviewed articles, regardless of the proportion of time and effort
- Contributions are usually made through first or senior authorship or may be through other substantive contributions to multi-author works
- External referees are key to documenting national reputation and impact in the field



# Criteria MCL Professor-Scholarship-2

- In most cases, scholarly activities will flow naturally from the clinical responsibilities, and usually the scholarly activities will complement the clinical activities
- Research may be in any appropriate area such as basic science, clinical trials, clinical or translational research or health policy research
- The field of research may be more narrowly defined than for the UTL



# Criteria MCL Professor-Scholarship-3

- Factors considered in assessing scholarship:
  - Scholarly activity and productivity
  - Impact, innovation, and creativity
  - Recognition in the field and investigative independence
  - Ability to work effectively as part of a research team
  - Effective communication with colleagues, staff, and students
  - Professionalism
  - Institutional compliance and ethics



# Criteria MCL Professor-Scholarship-4

- If a majority of time and effort is dedicated to scholarly activity:
  - Contributions will be made through first or senior authorship
  - Investigative independence is expected since it can be a useful marker of substantive scholarly contributions
  - A record of peer-reviewed external funding is often seen as an indicator of how the work is regarded in the field



# Criteria MCL Professor-Scholarship-5

- By the time of the promotion review, the candidate's fundamental scholarly contributions should be well defined and apparent to reviewers at the departmental, School, and University levels
- It is too early to establish the impact on the field of manuscripts in press



# Criteria MCL Professor-Scholarship-6

- In some fields, other written works such as books, chapters, reviews, commentaries, development of policies and protocols may be acceptable as long as the contributions are of a nature appropriate to the field, and the impact of the work in advancing medicine or the public health can be established
- Referees need to document this too

# Criteria MCL Professor-Clinical

- Regardless of FTE breakdown, excellence in clinical care is a requirement for the line
- Clinical Excellence Surveys (CES) will assess performance in:
  - General clinical proficiency
  - Communication
  - Professionalism
  - Systems-based practice



# Criteria MCL Professor-Clinical Proficiency

- General clinical proficiency:
  - Up-to-date knowledge base
  - Maintains current technical/procedural proficiency
  - Applies sound diagnostic reasoning and judgment
  - Applies evidence from relevant scientific studies
  - Maintains appropriate clinical productivity
  - Seeks consultation where appropriate
  - Demonstrates reliability in meeting clinical commitments





# Criteria MCL Professor-Communication

- Communication:
  - Communicates effectively with patients and their families, physician peers, trainees, and other members of the health care team
  - Maintains appropriate medical documentation



# Criteria MCL Professor-Professionalism

- Professionalism:
  - Treats patients with compassion and respect
  - Serves as patient advocate
  - Shows sensitivity to cultural issues
  - Treats physician peers, trainees, and other members of the health care team with respect
  - Is available to colleagues
  - Responds in a timely manner
  - Respects patient confidentiality



# Criteria MCL Professor-Systems-Based Practice

- Systems-based practice:
  - Effectively coordinates patient care within the health care system
  - Appropriately considers cost of care in medical decision-making
  - Participates in quality improvement activities
  - Demonstrates leadership in clinical program development and administration



# Criteria MCL Professor-Teaching

- Factors considered in assessing teaching:
  - Knowledge of the material
  - Clarity of exposition
  - Positive style of interaction with students
  - Availability and professionalism
  - Institutional compliance and ethics
  - Effective communication skills
  - Helpfulness in learning
  - Ability to work effectively as part of teaching team



# Criteria MCL Professor-Teaching-2

- Most clinicians teach in small group sessions or with individual trainees
- Some develop or participate in formal didactic courses
- Teaching may be of undergraduates, medical students, residents, clinical and postdoctoral fellows, ancillary staff, and in CME



# Criteria MCL Professor-Service

- Service and institutional citizenship are also relevant for promotion
- The quality of the institutional service will be considered in the promotion process, especially when the faculty member is in a leadership role



# Respectful Workplace

- Faculty members are expected to treat all members of the Stanford community with civility, respect and courtesy
- Application of the criteria for evaluating the quality of scholarship, teaching and clinical care include specific expectations regarding a faculty member's professional behavior in the workplace and are an important factor in appointment, reappointment and promotion



# Timing of the Promotion Review

- There is no limit on the number of times an MCL Associate Professor can be reappointed, and promotion is not automatic but is based on the department's assessment of the candidate's readiness
- Progress toward promotion should be discussed at each annual counseling meeting with the department chair or chief





# Timing of the Promotion Review-2

- Promotion reviews are typically launched one year in advance of the appointment end date and take ~9 months to complete
- Materials for promotion review should reflect a record of actual accomplishment in satisfaction of the promotion criteria rather than work in the pipeline (speaks more to promise)



# Term(s) as Associate Professor

- There is a range of 5-year terms for Associate Professors before they are ready for promotion
- Most require more than one five-year term
- The promotion review may be started in the middle of a term, for example, after 1.5 or 2.5 five-year terms



# Importance of Annual Counseling

- Please make certain that progress toward promotion and timing is discussed during every annual counseling meeting with your chair or chief
- If there are specific questions about your situation, we in OAA are happy to discuss with you and/or with your chair or chief



# Review Process

- You provide your updated CV (with middle author publications annotated to define your role in the research) and Candidate's Statement
- Candidate's Statement is limited to 3 pages; discuss recent achievements in all mission areas and include near-term and longer-range plans
- You may suggest up to 3 referees



# Review Process-2

- You provide a list of some of your current and former trainees (you do not select which ones will write letters)
- Evaluations will be collected on teaching, broadly defined (formal classroom teaching, mentoring, clinical), and clinical activities
- The counseling memo is provided after the review



# Review Process-3

- Clinical Excellence Surveys (CES) are requested from physicians, trainees, allied health care providers and administrators
- MedHub evaluations are collected
- Letter requirements:
  - 5 to 8 external referee letters (most are independent, not collaborators or mentors; must be full professors at peer institutions)
  - 3 to 5 internal referee letters
  - 3 to 5 trainee letters (mix of current and former)



# Review Committees

- The long form is not reviewed by the University Advisory Board but for continuing term two members of the Ad Board review the file
- Review process:
  - Departmental committee
  - Departmental faculty or A&P committee
  - Department Chair
  - School of Medicine A&P committee
  - Vice Dean and Dean
  - Provost, two current or former members of Ad Board
  - President



# Resources on OAA Website

- Reappointment and Promotion Overview
  - <http://med.stanford.edu/academicaffairs/professoriate/reappointment.html>
- SoM Faculty Handbook
  - <http://med.stanford.edu/academicaffairs/administrators/handbook.html>
- University Faculty Handbook
  - <http://facultyhandbook.stanford.edu>





# Questions

- Questions or discussion?