

“Tips for Promotions” for Clinician Educators Q and A session April 11, 2024 12-1pm
NU RaMP Northwestern University Radiology Mentorship Program

Clinician Educator track

MDs with significant clinical responsibilities

Select **two** of the following four domain areas to specialize in:

- Clinical (popular)
- Education (popular)
- Research
- Health Services Management
- Community Engagement

Applying for promotion to:

Assistant Professor

Published at least 1 paper as an attending (not during training), some local recognition.

If hired at instructor level, minimum of 1 year as instructor before starting promotion process.

Associate Professor

Typically minimum of **six years at the assistant** professor level.

Sustained pattern of excellence and impact in two promotable categories that has resulted in significant **regional/national recognition** of achievements (it’s also easier to get letters from referees if you have some societal recognition).

Professor

Typically minimum of **five years at the associate** professor level.

Multiple contributions in two promotable areas with a substantial impact in the field that have resulted in **national/international recognition** of achievements.

What should I be doing?

Years ahead (for applications to associate or professor)

Begin to identify referees: Referees from a diverse set of geographically dispersed institutions demonstrate the breadth of your reputation.

of referees to list for promotion to associate and professor level (6-8), 4-6 for assistant

Ongoing

Update CV and document accomplishments, use Feinberg format

Include everything- lectures, mentees, committees, etc

Develop area(s) of recognition/expertise

Do academic stuff you like doing, try to align with career track and domains

Publishing is good, not just case reports

Collaborate to develop your network

Radiologists, clinicians, researchers, multi-institutional

In the months before promotion application due

Write personal statement- 1-3 pages, be specific, use Feinberg template.

Update CV- be specific, make sure polished.

Critical reference form- include high impact papers, if middle author explain role.

Documentation of teaching- include if won awards, or if mentees won awards.

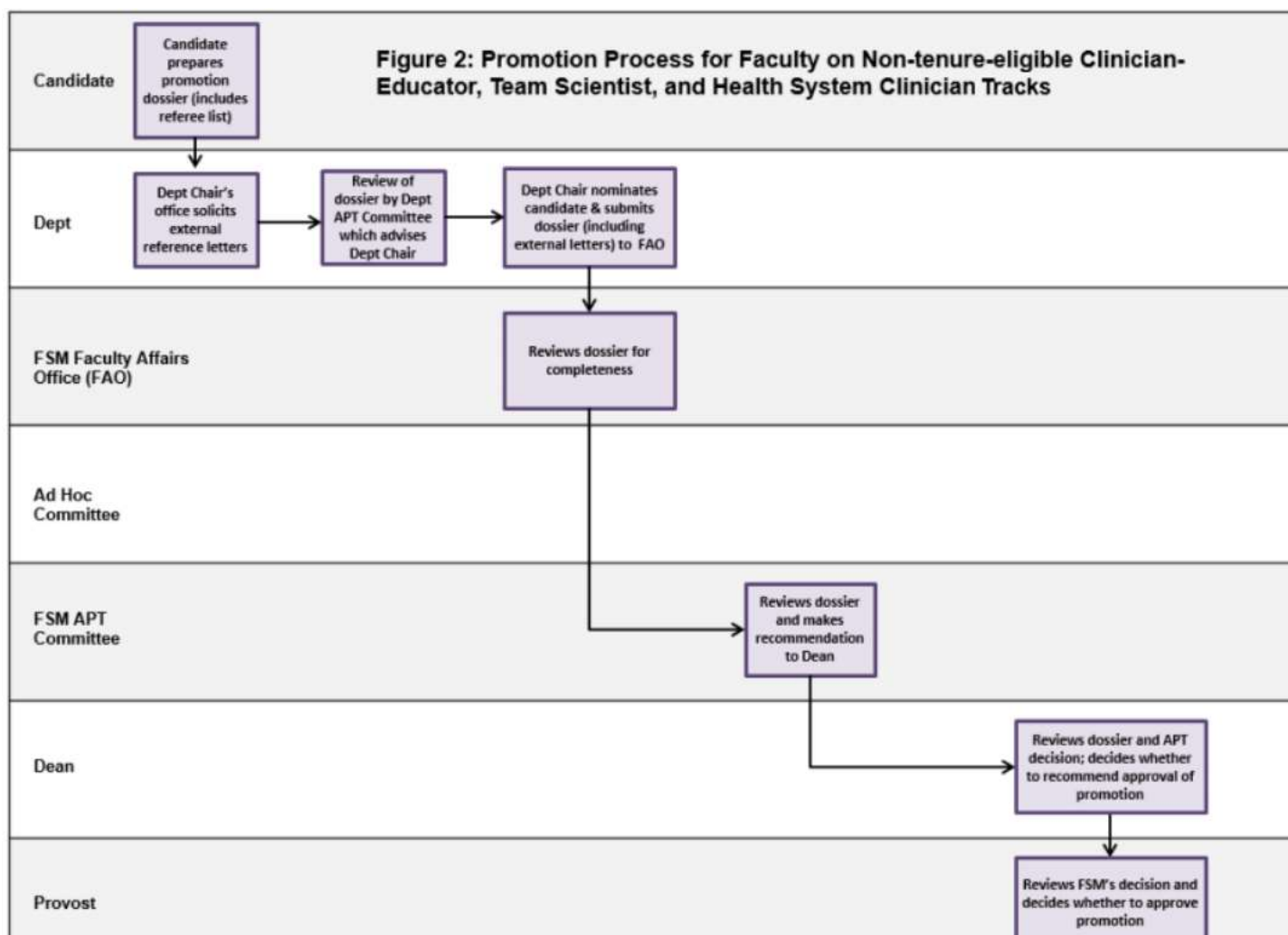
Referee list- at or above level you are applying to be promoted to; not someone with whom you worked or trained; from “peer” academic institutions that are geographically diverse.

After applying - You can send in important updates after submitting application.

For more tips on preparing specific documents for your promotions packet:

[Northwestern Feinberg School of Medicine Faculty Affairs Office website on Promotion and Tenure](#)

Career Track	Rank of Proposed Promotion	Tenure Status ¹	Candidate Submits							# Referees to Suggest	
			CV	Personal Statement	Record of Teaching	Critical References	CV Supplements ²	Letter from Program Leader	Referee List		
			Min	Max							
Investigator	Professor	T	✓	✓	✓	✓	Optional		✓	4	5
	Award of tenure only	T	✓	✓	✓	✓	Optional		✓	4	5
	Associate Professor	T	✓	✓	✓	✓	Optional		✓	4	5
	Assoc Prof w/o tenure	TE	✓	✓	✓	✓	Optional		✓	6	8
	Assistant Professor	TE	✓	✓	✓	✓	Optional		✓	4	6
Clinician-Educator	Professor	NTE	✓	✓	✓	✓	Optional		✓	6	8
	Associate Professor	NTE	✓	✓	✓	✓	Optional		✓	6	8
	Assistant Professor	NTE	✓	✓	✓	✓	Optional		✓	4	6
Team Scientist	Professor	NTE	✓	✓	✓	✓	Optional	Required for research domain only	✓	6	8
	Associate Professor	NTE	✓	✓	✓	✓	Optional		✓	6	8
	Assistant Professor	NTE	✓	✓	✓	✓	Optional		✓	4	6
Research	Research Professor	NTE	✓	✓		✓	Optional	✓	✓	4	6
	Research Assoc Prof	NTE	✓	✓		✓	Optional	✓	✓	4	6
Clinician-Educator (contributed services)	Clinical Professor	NTE	✓	✓	✓	✓	Optional		✓	6	8
	Clinical Associate Prof	NTE	✓	✓	✓	✓	Optional		✓	6	8
	Clinical Assistant Prof	NTE	✓	✓	✓	✓	Optional		✓	4	6
Health System Clinician	Clinical Professor	NTE	✓	✓	Optional	Required for research as area of concentration	Optional	Required for education as area of concentration	✓	3	6
	Clinical Associate Prof	NTE	✓	✓	Optional		Optional		✓	3	6



Identifying External Referees

For promotions/tenure at the levels of Associate Professor or Professor

1. Individuals who hold a rank at or above the rank of your proposed promotion
2. External to Northwestern
3. From multiple institutions (helps demonstrate the breadth of your reputation)

Potential Sources

- **Co-authors on multi-center grants**
- Colleagues on committees convened by professional organizations
- Individuals you may meet when invited to present talks at other institutions
- Editors, or editorial board members you may work with during manuscript submission
- **Co-investigators on multi-site clinical trials or studies**
- Individuals you may meet when attending national or international scientific and clinical meetings
- Individuals who follow your academic social media accounts
- Individuals suggested by departmental leadership

Avoid Suggesting

- Current and former mentors **who you have an ongoing relationship with**
- Current and former mentees **who you have an ongoing relationship with**
- Fellow trainees at the institutions where you trained
- Current close collaborators
- Faculty colleagues who recently departed your Northwestern department to take a position at another institution
- If you were recently on the faculty at another institution prior to joining Northwestern, avoid listing your colleagues at that institution

Domains of Activity on the Clinician-Educator and Health System Clinician Tracks and Examples of Accomplishments

Domain	Dimensions of Achievement and Examples of Contributions		
	Scholarship	Recognition and Leadership	Professional Service*
Clinical Impact and Recognition	<ul style="list-style-type: none"> • Development and implementation of clinical protocols and guidelines • Development and implementation of innovative clinical programs or quality initiatives • Unique expertise in clinical or consultative specialty • Publication of case reports, reviews, editorials and book chapters 	<ul style="list-style-type: none"> • Leadership activity in professional organizations • Editorial activity for medical journals • Recognition by community or peers as clinical leader • Consultative positions in governmental or nongovernmental organizations • Consistent outstanding evaluations as a clinician from residents and medical students • Participation in the development of clinical guidelines, statements, and other expert opinion documents that form the basis for the national standard of patient care 	<ul style="list-style-type: none"> • Provision of high-quality, evidence-based patient care • Service contributions to the academic medical center, medical school, or university • Community outreach • Mentorship of junior faculty, fellows, and residents.
Teaching and Education	<ul style="list-style-type: none"> • Novel contributions to education research and development • Development of new approaches to teaching (e.g., audiovisual, web-based, texts, manuals, curriculum development, and student assessment and educational/programmatic evaluation) • Collaborations with Searle Center for Teaching Excellence 	<ul style="list-style-type: none"> • Receipt of teaching awards • Recurring exceptional teaching effectiveness on evaluations • Leadership activities in residency programs or medical student clerkships. • Leadership activities in medical school or university education. • Leadership in national organizations whose primary focus is education. • Editorial activity for education journals. • Visiting professorships, national presentations, and invited lectures. 	<ul style="list-style-type: none"> • Teaching medical students in courses such as Problem Based Learning and Medical Decision Making is expected (http://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/index.html) • Mentorship of junior faculty, fellows, and residents. • Review activities for education journals. • Development of systems that support teaching • Participation in student/housestaff recruitment and selection
Original Research	<ul style="list-style-type: none"> • Contribute to publications of innovative, original research as a PI or member of a research team • Consistent receipt of extramural funding (e.g., governmental and nongovernmental) • Principal investigator of multicenter studies or collaborations 	<ul style="list-style-type: none"> • Editorial activities for journals • Leader of scientific review committees • Leadership activity in professional organizations • Participation in scientific review for granting agencies • Awards 	<ul style="list-style-type: none"> • Review activities for journals. • Teaching research methods through courses and seminars. • Mentorship of junior faculty, fellows, and residents.
Health Services and Management	<ul style="list-style-type: none"> • Scholarly evaluation of health care delivery with publication of findings regarding the effects of administrative interventions • Development of physician leadership training programs (e.g., administrative fellowship with MBA at Kellogg) • Development of innovative administrative programs 	<ul style="list-style-type: none"> • Administrative leadership activity in the medical center, medical school, or university • Department or division leadership activity (e.g., chair, vice chair, director) • Leadership in faculty development. • Leadership activity in professional organizations 	<ul style="list-style-type: none"> • Demonstration of effective administration of health care delivery • Participation in administration of medical school departments and centers • Committee service (departmental, medical school, or university). • Mentorship of junior faculty, fellows, and residents.
Community Engagement	<ul style="list-style-type: none"> • Contribute to community-engaged research activities and publication of the findings • Development of community-based clinical and/or educational programs • Development of training, learning opportunities, toolkits and related resources for community partners • Additional forms of scholarship, such as collaborative authorship contributions to community health needs or asset reports, evidence-based practice guidelines, and policy documents • Curricular design or leadership over educational or training programs that are developed, implemented, and evaluated in collaboration with community partners to respond to community-identified needs, concerns, or interests (e.g. service learning programs) 	<ul style="list-style-type: none"> • Receipt of awards for community-based activities and service • Leadership or co-leadership of community-based initiatives • Research leadership/innovation in strong partnership with community organizations, including serving as co-PI, PI, or co-investigator on externally funded community-based research projects with community organization investigators 	<ul style="list-style-type: none"> • Education about, and/or promotion of, clinical research in a community setting • Service on governance or advisory committees in a community organization • Mentoring community organization staff in research planning and/or funding proposals • Teaching activities conducted in community settings for Northwestern medical and/or graduate students/residents/clinical post-doctoral fellows/practitioners – lectures, courses, individual instruction • Teaching activities conducted in community settings for community residents, such as elementary or high school students, employees of community or faith organizations, or community residents served by sponsoring service organizations – workshops, lectures, courses, individual instruction

* Professional Service represents activities expected of faculty members for promotion by virtue of their faculty appointment and should be combined with activities that demonstrate Scholarship or Recognition and Leadership for successful promotion.