

Achieving Promotion through the Clinical Expertise and Innovation Area of Excellence

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This activity is an Accredited Group Learning Activity (Category 1) as defined by the QCHP- Accreditation Department and is approved for a maximum of 1.75 hours



**Weill Cornell
Medicine-Qatar**



Speakers:

Robert K. Crone, MD

- ✓ Has disclosed that he owns Strategy Implemented Inc.
- ✓ Will not be discussing the off-label or investigational use of products

Alicia Tártalo, PhD

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- ✓ Have no relevant financial relationships to disclose
- ✓ Will not be discussing the off-label or investigational use of products

Objectives

Upon completion of this activity, participants will be able to:

- Summarize WCMC criteria and principles for the Clinical Expertise and Innovation Area of Excellence
- Recognize the importance of faculty development
- Develop an evidence based promotion dossier
- Identify requirements and resources (human and physical) for preparing for faculty promotion
- Plan and prepare goals for faculty promotion

Seminar Materials

- Guidebook for Faculty Appointment & Promotion
- WCMC CV Template
- Key Contributions Statement
- Clinical Portfolio
- Teaching Activities Report
- Evaluators List

Self Assessment

1. I do not have to apply for promotion as it will happen automatically – T/F
2. If I get promoted at my institution, I will also automatically get promoted to a higher faculty rank – T/F
3. Completing an additional academic degree or a fellowship program warrants my promotion to a higher faculty rank – T/F
4. Promotion to Associate Professor is based on the total years served as Assistant Professor – T/F
5. WCMC has different promotion criteria for the New York and the Qatar faculty – T/F

Why seek promotion?

- Career advancement in academic medicine
- Serve as a role model for students and trainees
- Obtain official recognition for accomplishment from the College
- Personal satisfaction
- Others?

Fundamental Concepts of WCMC Promotion Criteria

1. Demonstration of **excellence** in the major area of academic activity by objective achievements
2. Requirement for **scholarship and teaching** activity at all ranks
3. There is a **link between rank of appointment** and the breadth of the candidate's **reputation and achievement** (not necessarily the rank at the hospital level)
4. WCMC policies for faculty promotion (<http://weill.cornell.edu/handbook/>)



Faculty Ranks at WCMC

Instructor: “Promise”

Assistant Professor: “Demonstrated Promise”

- Reputation may be “within the walls” of your hospital & WCM-Q and the local community only

Associate Professor: “Promise Realized”

- Broader reputation outside the local area (usually regional, national, international)
- Significant accomplishments since promotion to assistant professor
- Evidence of independence in role

Professor: “Extraordinary Accomplishment”

Steps for Creating a Promotion Profile

Step 1

Identify an Area of Excellence



Investigation



Educational
Leadership

Step 2

Evaluate Teaching Activities

Step 3

Provide Additional Supporting Activities

Education of
Patients and Community

Clinical Expertise

Investigation

Administration
or Institutional
Service

Clinical Expertise and Innovation

**Clinical Expertise and
Innovation Domains**

Teaching
Domains

A
S
A

Area of Excellence: Clinical Expertise & Innovation Domains

Recognition as a Clinical Expert

A large, white-outlined downward-pointing arrow connects the first box to the second box.

Influencing Clinical Practice

A large, white-outlined downward-pointing arrow connects the second box to the third box.

Written Scholarship

Clinical Expertise & Innovation

- Clinical Activities crucial & beyond the provision of direct patient care
 - Recognized as a clinical expert
 - Leader in a clinical field with innovative approaches to diagnosis, treatment, or prevention of diseases, applications of technologies and/or models of care delivery that influence care at the
 - CV Section on Clinical Care (G-2) & Clinical Portfolio are crucial
- Scholarship
 - Peer-reviewed & non-peer reviewed
 - Research investigations
 - Reviews & chapters
 - Clinical guidelines/protocols

Clinical Expertise & Innovation Metrics

Associate Professor

- Strong regional, and most often national/international, reputation as an independent expert influencing clinical field
- Documented innovations attributed to candidate
- Influential scholarship in the area of clinical expertise
- Recognized for teaching excellence in clinical field

Metrics: Assistant vs. Associate

	Assistant Professor	Associate Professor
Reputation	Local / Regional	Regional / National / International
Invited presentations	Local / Regional	Regional / National / International
Leadership roles (committees & societies)	Local / Regional Emerging leadership	Regional / National / International leadership roles
Editorial roles	Ad hoc reviewer	Editorial board positions
Funding	Peer review funding that influence clinical practice locally	Peer review funding that influence clinical practice regionally / nationally / internationally
Authorship	First author	First & senior author

Evaluation for Teaching Activities

An Associate Professor must show excellence in **2 of the 4 teaching categories** (as a minimum) on a continuous basis.

- Teaching includes:
 1. Didactic teaching of students, trainees, and peers
 2. Research training and mentorship
 3. Clinical teaching and mentorship
 4. Administrative teaching roles
- Contributions to teaching and education activities at WCM-Q and its affiliates (HMC, Sidra, PHCC, Aspetar, etc.)

Significant Support Activities

- Education of Patients & Service to the Community
- Investigation
- Administration and Institutional Service

Documenting your achievements

- Statement of Key Contributions
- Curriculum Vitae
- Teaching Activities Report (Optional)
- Clinical Portfolio (Highly recommended)
- Your best 3 publications
- Evaluators list

Statement of Key Contributions

- Summarize (in 1-2 pages) your key contributions in clinical care, investigation, and teaching, **highlighting those accomplishments most relevant to your area of excellence.**
- Include an annotated bibliography to highlight your best publications and note the roles you had in the studies.
- Emphasize your activities since your initial appointment or most recent promotion

**What is the purpose
of the WCMC CV?**

The Purpose of the WCMC CV is to...

Demonstrate how you meet the
criteria for promotion in an
organized and easy to read way

WCMC CV Form

Sections A – F:

- Hold historical & demographic data (education, employment, licensure, boards, etc.)

Section G – L:

- Provide the opportunity for you to highlight your accomplishments in teaching, clinical care, administration, and research as well as your regional and international status

Section G - Institutional Responsibilities

Past, Current, Anticipated

- **Teaching:** didactic & clinical teaching, mentorship, and administrative teaching roles
- **Clinical care:** activities (where, how often, for how many patients) and accomplishments. List the innovations and describe their influence / potential influence on care
- **Research:** research interests, activities, and career trajectory
- **Administration:** institutional only (administrative duties related to professional societies or other extramural activities go under a different section)

Section H - Research Support

- For past support, summarize award, dates, & roles
- For current support list:
 - source
 - amount
 - dates (month & year)
 - name of principal investigator
 - for multi-investigator grants indicate your role on the project (PI, site PI, project leader, core director, etc.)
 - your percentage effort

Section I - Extramural Professional Responsibilities

- Broadly defined category
- Very useful in demonstrating academic and service engagement outside the site of primary activity
- Demonstrates breadth of reputation
 - ✓ journal reviewer, editorial boards
 - ✓ member of grant review boards and study sections
 - ✓ **invited lectures / presentations**
 - ✓ consultancy
 - ✓ volunteer work
 - ✓ community service, etc.

**What is the difference
between an invited and
regular lectures/
presentations?**

Invited Lectures / Presentations

- You can include talks that are scheduled for future
- Include notation on sponsorship / funding
- Geographical scope:
 - ✓ Local = WCM-Q and affiliates
 - ✓ National and Regional (includes regional meeting held in Qatar)
 - ✓ International (includes international meetings held in Qatar)

Section J - Professional Memberships

- Key place to demonstrate the extent to which you participate in extramural activities as they relate either to service or leadership roles in your particular professional community
- Distinguish the different types of involvement with societies and other professional groups, e.g., as a Member or Officer, which would point to leadership roles

Section K - Honors and Awards

- Another key section for demonstrating one's reputation locally, regionally, nationally and internationally, among peers, students, patients, colleagues, and others
- Examples include teaching awards, patents, research awards, best-paper awards, book awards, membership in honor societies, etc.

Section L - Bibliography

- Complete this section carefully. Errors or incomplete information may cause confusion
- Follow the instructions regarding how to cite publications & what goes under each subsection:
 - Articles in professional peer-reviewed journals
 - Reviews
 - Books
 - Chapters
 - Other
 - Abstracts
 - Presentations
 - In review
- Do not use “et. al.” - list all authors

Annotate your Scholarship

Annotate your bibliography to highlight your contributions and/or the relevance of the study

- **e.g.:** You were the mentor of the primary author:
Smith S,^{**} **Broderick B**, Neil Y, Henry J. Hand fractures in children. Pediatrics 2013;73:165-70.
****** Denotes trainee for whom I served as primary mentor
- **e.g.:** Notable citations of scholarship:
Smith S, **Broderick B**, Neil Y, Henry J. Hand fractures in children. Pediatrics 2013;73:165-70.
 - Publication has been cited more than 1000 times
- Influencing clinical practice:
Smith S, **Broderick B**, Neil Y, Henry J. Hand fractures in children. Pediatrics 2013;73:165-70.
 - This study was the first to identify injury prevention.

WCMC CV Form Summary

- Follow the instructions exactly – do not reformat or delete sections
- If a category doesn't apply, indicate N/A
- Be consistent in direction of dates across CV (oldest to most recent)
- Each activity/role should be listed only once
- Include page numbers
- Avoid abbreviations known only to your subspecialty
- Your CV will be read by people outside of your department, hospital, field

Evaluators List

- **Six (6) letters** will be solicited by the Office of Faculty Affairs in New York from individuals (evaluators) who can comment on your qualifications
- Some evaluators must be **impartial national or international** authorities in the candidate's field that can be called upon for expert opinion.
- Impartiality include:
 - The evaluator has not been your trainee or mentor
 - The evaluator has not been your contemporaneous colleague at the same institution (including WCMC)
 - The evaluator is not a co-investigator or co-author within the past five years (with the exception of large multi-center clinical trials or research consortia)

Major Reasons for Delays, Disapprovals, Tabled Decisions

- Documentation does not provide sufficient clear evidence of meeting criteria
- Duplication of information among CV, Clinical Portfolio, and Teaching Activities Report
- Out-of-date CV
- Incomplete citations
- Poorly constructed CV and Key Contributions Statement
- Not enough impartial letters of evaluation or not received in a timely manner

Managing your Academic Career

- Become knowledgeable about the WCMC criteria and the promotions process
- Develop an individualized development plan
- Develop promotion strategies

Developing Successful Strategies (1)

- Get involved & put yourself in the right position. Participate, lead, become a “go to” person
 - ✓ Hospital, medical college, & other committees
 - ✓ Specialty/subspecialty societies
 - ✓ Community service
 - ✓ Publish and present

Personal Development Plan

- Identify your strengths and skills
- Set specific 1,2, and 3 year goals and plan
- Involve others in the process: your chair, mentor, peers, others
- Get feedback from chair, mentor, other senior or recently promoted faculty

Top 10 Strategies for Preparing the Promotion Dossier

1. **Begin** on day one.
2. **Read** your college and university guidelines carefully.
3. **Listen** to the recommendations of senior faculty.
4. **Follow** your college/university's specific guidelines and rules for what should and should not be included.
5. **Work** persistently and consistently while moving through the process.
6. **Seek** out mentors.
7. **Demonstrate** transparency in your dossier.
8. **Show** consistency and accuracy across the different sections and parts of the dossier.
9. **Follow** the suggestions of the reviewers.
10. **Consult** at all stages of your dossier preparation.

Burnham JJ, Hooper LM, Wright VH at

<http://www.facultyfocus.com/articles/faculty-evaluation/top-10-strategies-for-preparing-the-annual-tenure-and-promotion-dossier/>

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Our programs:

- Periodic workshops
- One-on-one consultations

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