

NSU MD Timeline for Promotion in Rank

As early as possible, but no later than September 1: Promotion discussion between faculty member and Department Chair

November 1: Deadline for faculty member to submit promotion packet materials (CV, personal statement, list of suggested external referees, and peer and student evaluations of teaching) to Department Chair

November 15: Deadline for Department Chair to send request for external letters, including Merit and Promotion criteria, CV, personal statement, peer and student evaluations, and any other supporting documents

February 15: Deadline for receipt of external letters

March 15: Deadline for Department Chair to submit completed packet, including Chair's recommendation memo, for review, vote, and recommendation memo from M&P Committee

April 15: Deadline for M&P Committee to vote and sign recommendation memo

May 1: Deadline for completed packet with M&P memo to Dean for review and letter to Provost

May 15: University deadline for Office of Faculty Affairs to submit packets to NSU HR for faculty who are being promoted in rank

Promotion Packet Materials

Provided by Office of Medical Education to the candidate

- Peer and student evaluations of teaching

Provided by the candidate

- Updated CV in NSU MD format
- Personal statement
- List of suggested external referees, with contact information and notation as to the relationship to the candidate
 - 3 letters for promotion to Associate Professor
 - 5 letters for promotion to Professor
- Peer and student evaluations of teaching

Provided by the Department Chair

- Letter to external referees
- Letter to the Merit and Promotion Committee summarizing the candidate's credentials for promotion

Provided by the Merit and Promotion Committee

- Documentation of the vote of the Committee and memo of decision/recommendation to the Dean

Provided by Office of Faculty Affairs

- Summary of M&P Guidelines for external referees
- Templates or guidelines for CV, Personal Statement, candidate's list of suggested external referees, Chair's letter to external referees, Chair's letter to M&P Committee, M&P vote documentation and memo to the Dean, Dean's letter to the Provost

For candidate: CV Template

[Bracketed italicized text is provided for guidance — please delete from your CV and replace with your information. Delete category headings that are not applicable. Entries in each category should be in chronological order from earliest to most recent. Use TMS 11 pt font, single line spacing, and 0 pt spacing before and after.]

**NOVA SOUTHEASTERN UNIVERSITY DR. KIRAN C. PATEL COLLEGE OF ALLOPATHIC
MEDICINE CURRICULUM VITAE**

[Name, Degree]

[full professional mailing address]

Telephone: | Fax:

E-Mail:

CURRENT POSITIONS

[list here only what you want visible at first glance; everything listed in this section will be repeated in various sections below]

[current academic appointment / department]

[any other major leadership / administrative title/role]

EDUCATION

[years or year degree granted]

[degree, institution, location]

POST-DEGREE TRAINING

[include residency, fellowship, postdoctoral training, certificate programs, or other major non-degree-granting educational programs taken; do not list all continuing education activities taken]

[for each, list:]

[years] [type of training/field, institution, location]

MILITARY SERVICE

[List dates and types of military service, including Reserves]

PROFESSIONAL LICENSURE & CERTIFICATIONS

[years] [type of license, license number, licensing state or agency]

[years] [specialty board/field, indicate if initial certification or maintenance of certification]

FACULTY APPOINTMENTS

[years] [rank/title, department, institution, location]

HOSPITAL & ADMINISTRATIVE APPOINTMENTS

[years] [role/title, department if relevant, institution/organization, location]

PROFESSIONAL NON-ACADEMIC EMPLOYMENT HISTORY

[years] [role/title]

HONORS AND AWARDS

[year] [name of honor/award, institution or organization]

GRANTS & CONTRACTS

As Principal Investigator / Co-Principal Investigator

[for each, list P.I.s and Co-P.I.s, % effort supported, mechanism/type of funding, project name/title, funding agency, dates, total costs, and terse description of project or your role if needed]

Other Roles

[for each, list P.I.s and Co-P.I.s, your role, % effort supported, mechanism/type of funding, project name/title, funding agency, dates, total costs, and terse description of project or your role if needed]

PATENTS & INVENTIONS

[inventors, invention, country, patent number, granted date]

ACADEMIC & PROFESSIONAL ORGANIZATIONS

[if helpful, consider using subheadings for local/regional vs national/international]

[years] [organization in which you are a member]

[year] [any appointed/elected role beyond membership, e.g., elected as a fellow, board of directors or officer role]

SERVICE

[may use subheadings, e.g., Medical School, Department of {primary department}, University, Local/Regional, National/International]

[under each subheading, list as follows:]

[years] [role, name of committee or assignment, specify if departmental, school or other organizational unit if not already clear from title and subheading]

EDUCATIONAL CONTRIBUTIONS

[Subheading for type of learner- use subheadings such as undergraduate, graduate student, medical student, resident, postdoctoral fellow, junior faculty, continuing education {including local/regional presentations} — may further subdivide by Medical School, Department of {primary department}, University, Local/Regional, National/International]

[under each subheading, list as follows:]

[years] [role/title {making clear if role involves teaching, curriculum design and development, mentoring/advising, learner assessment, leadership/administration}, context/educational program, terse description of what the role involves {if needed}, terse description of how much time involved {if relevant, e.g., “0.20 FTE,” “4 hours/week x 8 weeks/year”} or mentoring role {e.g., may use * to denote primary mentee if applicable}]

VISITING PROFESSORSHIPS & INVITED PRESENTATIONS

[dates] [title/role, institution, location]

Local & Regional

[date] [title, meeting/organization/institution name, location]

National & International

[date] [title, meeting/organization/institution name, location]

EXTERNAL ADVISORY / HEALTH COUNCILS & RESEARCH REVIEW COMMITTEES

[dates] [role, organization/agency, location]

CONSULTATIONS

[dates] [role, agency/institution/organization, location]

EDITORIAL ASSIGNMENTS IN PROFESSIONAL JOURNALS

Ad hoc Reviews for:

[list journals]

Editorial Assignments

[may use subheadings to denote Editorial Board vs Editor & Associate Editor roles if desired]

[dates] [title/role, journal]

PRESENTATIONS

** denotes trainee / supervisee*

[Please indicate whether presentations at conferences were accepted through a peer-review process]

Local and Regional

[date] [authors, title, type of presentation {if applicable, e.g., poster, symposium}, meeting/organization name, location]

National & International

[date] [authors, title, type of presentation {if applicable, e.g., poster, symposium}, meeting/organization name, location]

PUBLICATIONS

** denotes trainee / supervisee*

[may include 'Published Abstracts' section if desired, but for most, this will be covered above under presentations at meetings]

Peer-Reviewed Journal Articles

[numbered list with authors, title, journal, volume, pages, year]

Refereed Proceedings

[numbered list with authors, title, journal, volume, pages, year]

Books, Monographs, Chapters, & Reviews

[numbered list with authors, title, journal or book title, volume, pages, year]

Letters, Editorials, & Other Publications

[numbered list with authors, title, journal/venue, volume, pages, year]

Other Media

[i.e., any non-print media / enduring materials including webinars]

[numbered list with authors, title, type of media, issue/volume/pages {if applicable}, publisher {if applicable}, date]

For candidate: Personal Statement Template

[Bracketed italicized text is provided for guidance — please delete and replace with your information. Delete category headings that are not applicable. Use TMS 11 pt font, single line spacing, and 0 pt spacing before and after. Your entire personal statement should not exceed 3 pages in length. For each section, consult the NSU MD Merit and Promotion Guidelines to determine what to include].

NOVA SOUTHEASTERN UNIVERSITY DR. KIRAN C. PATEL COLLEGE OF ALLOPATHIC MEDICINE

PERSONAL STATEMENT – [Name, Degree]

For consideration for promotion from *[current rank]* to *[next rank]*, with excellence in *[area of greatest effort]*. My average work assignment for the period under review is *[XX]%* education, *[XX]%* research/scholarship, *[XX]%* patient care, and *[XX]%* service.

[Insert a paragraph (no more than 200 words) briefly summarizing your overall accomplishments since your initial appointment or last promotion— major role(s) and achievements in those roles. This is the “big picture” – it sets the stage for the rest of your personal statement, which will provide more detail. If work prior to your faculty appointment at NSU MD is relevant, describe why. Make the case for why you are ready to be promoted at this point in time. If you would like to be considered for excellence in an area other than your area of greatest effort, explain why.]

[If your area of greatest effort/area of excellence is education, use this format]

Excellence in Education [XX]%

[1) Describe education activities in each of the categories relevant to you – teaching, curriculum development, advising and mentoring, educational leadership and administration, and/or learner assessment. Provide the type of learner(s), names of courses, titles of presentations, number of learners if relevant, your level of involvement or frequency, teaching materials you produced. 2) Provide evidence of teaching effectiveness, such as evaluation of teaching by students and/or peers, awards for teaching, learner outcomes. 3) Describe extra-university educational leadership and scholarly activity.]

Proficiency in Research/Scholarship [XX]%

[Provide summary lists of 1) peer-reviewed journal articles – e.g., 5 original research papers in (topic), etc.) and refer to the numbers in your CV; 2) books, monographs, chapters, and reviews – e.g., 3 chapters on (topic), etc.) and refer to numbers in your CV; 3) peer-reviewed abstracts/presentations and refer to numbers in your CV; 4) funding to support your research, if any.]

Proficiency in Service [XX]%

[List/describe your service contributions to the medical school, university, your professional organizations, etc.]

[If your area of greatest effort/area of excellence is research/scholarship, use this format]

Excellence in Research/Scholarship [XX]%

[1) Describe your research activities, including the focus of your research, the development of your research program over the period of review, and your role(s) in research team activities. Include

descriptions of the most significant publications and funding and any awards/honors related to your research program. 2) Provide summary lists of 1) peer-reviewed journal articles – e.g., 5 original research papers in (topic), etc.) and refer to the numbers in your CV; 2) books, monographs, chapters, and reviews – e.g., 3 chapters on (topic), etc.) and refer to numbers in your CV; 3) peer-reviewed abstracts/presentations and refer to numbers in your CV. 3) Describe extra-university leadership in research.]

Proficiency in Education [XX]%

[1) List education activities in each of the categories relevant to you – teaching, curriculum development, advising and mentoring, educational leadership and administration, and/or learner assessment. 2) Provide evidence of teaching effectiveness, such as evaluation of teaching by students and/or peers, awards for teaching, learner outcomes.]

Proficiency in Service [XX]%

[List/describe your service contributions to the medical school, university, your professional organizations, etc.]

For candidate: Template for List of External Reviewers

[Bracketed italicized text is provided for guidance — please delete and replace with your information. Use a numbered list and include name, degrees, title(s), department, institutional affiliation, complete mailing address, and email address for each for each suggested reviewer. Use TMS 11 pt font, single line spacing, and 0 pt spacing before and after.]

[Name, Degree]

List of External Reviewers

Arm’s Length Reviewers

Name, Degree

Title

Department

Institution

Mailing Address

Email address

Brief (2-3 line) description of the reviewer’s credentials relative to your work.

I have met the reviewer at professional meetings but do not have a personal or professional relationship with the reviewer.

OR

I have previously worked/currently work on grant review or professional society committees with the reviewer but have no further personal or professional relationship with the reviewer.

Professional/Personal Reviewers

Name, Degree

Title

Department

Institution

Mailing Address

Email address

Brief (2-3 line) description of the reviewer’s credentials relative to your work.

I have previously worked/currently work with the reviewer *[describe in what capacity]*.

For Chair: Template for Letter to External Reviewers

(Sent via email on behalf of [Name of Department Chair])

Dear Dr. _____,

The Department of [Medical Education][Clinical Sciences][Population Health Sciences] at Nova Southeastern University Dr. Kiran C Patel College of Allopathic Medicine (NSU MD) is considering [name, degree] for promotion from [his][her] current rank of [Assistant Professor][Associate Professor] to [Associate Professor][Full Professor]. The medical school's promotion guidelines require that we consider advice of leaders in the field in forming our recommendation.

Because of your recognized expertise, I am requesting your opinion as to the quality of Dr. [Last Name's] record of educational contributions and scholarly activity, and how this candidate compares to others at similar stages of career development. Note that NSU MD is a new medical school, which matriculated its first cohort of students in 2018 and is currently going through the 4-year process to become fully accredited by the LCME. All our full-time faculty were recruited since 2017. Therefore, we specifically consider not only contributions since joining our faculty but also contributions in previous academic/clinical/administrative positions in forming recommendations about promotion in rank.

Please evaluate Dr. [Last Name's] accomplishments in light of our Merit and Promotion Guidelines, as described in the attached document. To assist you, I have enclosed Dr. [Last Name's] CV, Personal Statement related to education, research/scholarly activity, and service, and selected publications/scholarly products. Please describe your relationship with the candidate in your letter.

Your letter will become part of Dr. [Last Name's] promotion file and will be available to Dr. [Last Name] should [he][she] wish to review it.

To meet the University's schedule, I would appreciate receiving a copy of your letter via email to [address] by [Day][Date].

Thank you in advance for your help in this important task. If you need additional information, do not hesitate to contact me at [email address] or [phone].

Sincerely,

Name, Degree
Titles

Enclosures:

- Curriculum Vitae
- NSU MD Merit and Promotion Guidelines (Summary)
- Personal Statement
- Selected Publications/Scholarly Products

For inclusion with Chair's Letter to External Reviewers: Promotion Criteria Summary

**Nova Southeastern University
Dr. Kiran C. Patel College of Allopathic Medicine (NSU MD)**

Promotion Criteria and Standards

This document summarizes the standards that will be used by the NSU MD Merit and Promotion Committee to evaluate whether faculty candidates meet the criteria for promotion. It should not be used to replace the criteria in the Merit and Promotions Guidelines (<https://md.nova.edu/our-team/faculty-directory/files/md-merit-promotion.pdf>).

Overview

NSU MD considers four major categories of academic responsibility for faculty evaluation and promotion: education, research and scholarship, *patient care***, and service. All full-time faculty members have assignments in at least two of these categories and all faculty are expected to contribute to the education mission. Achievements in education, research and scholarship, *patient care***, and service are emphasized proportionally, based on the individual candidate's percent of effort in these areas over time during his/her progress toward promotion.

Recommendations for promotion are based on evidence that the candidate has achieved excellence in the major area of effort, while demonstrating proficiency in all other assigned areas. Administrative activities are considered within the area to which they apply, rather than as a separate category. Significant administrative assignments that do not fall into the four recognized categories, but serve a broader function (e.g., division chief, department chair, assistant or associate dean for advocacy, diversity, faculty) may be considered under the category of service.

***No full-time NSU MD faculty members have assignments in patient care at this time.*

NSU MD Definitions of Categories of Academic Responsibility

Education

NSU MD uses the AAMC's five categories of educational activities in assignment of responsibilities, tracking of faculty effort, and consideration for promotion:

1. Teaching, defined as direct teaching and creation of associated instructional materials
2. Curriculum development or revision
3. Advising and mentoring
4. Educational leadership and administration
5. Learner assessment

Research and Scholarship

Research and scholarship includes laboratory and clinical investigation and discovery, as an independent investigator or major contributor to an investigative team, and scholarship in methodology, population sciences, educational methods, clinical practice, or quality and safety.

Patient Care

An assignment to patient care requires the candidate to demonstrate effective clinical skills, provide or improve clinical innovations, develop clinical research and/or clinical programs, and participate in programs that improve patient outcomes.

Service

All faculty members are expected to engage in service activities for their Department, NSU MD, and the University, and to demonstrate engagement and leadership in their scholarly communities. Service contributions are expected of every faculty member and will not, in and of themselves, constitute accomplishments suitable for the basis for promotion.

Excellence Standards

The types of evidence for each category do not differ between promotion from Assistant to Associate Professor and promotion from Associate Professor to Professor. Rather, promotion to Associate Professor generally requires regional and/or national recognition, while promotion to Professor generally requires national and/or international recognition and demonstration of sustained excellence in the major area of effort.

Evidence of Excellence in Education

- Documentation of a substantial education assignment with major responsibility (e.g., leadership role) for an educational program.
- Description of the faculty member's role for an educational program, with concise descriptions of the frequency and duration of the responsibility (quantity) and outcomes (quality).
- Peer and supervisory reviews that support the rating of excellence, including the number of evaluations collected, a summary of results, and comments when available.
- Reviews by the recipients (students or residents) that support the rating of excellence, including the number of evaluations collected, a summary of results, and comments when available.
- Evidence of scholarly activity in education, such as:
 - Peer-reviewed publications, including journal articles and those in MedEd PORTAL.
 - Textbooks, book chapters.
 - Development of new approaches that are widely accepted
 - Development of educational tools, curricula or curricular models, study guides, computer-aided tools, new evaluation methodologies, well-subscribed faculty development programs, workbooks adopted by other institutions.
 - Invited lectureships, grand rounds, presentations of scholarship at regional or national forums.
 - Serving as a specialty board reviewer, writing board review questions, or writing questions for the MCAT or USMLE examinations.
 - Intramural or extramural funding for an educational project.
 - Leadership role in a local, regional, or national conference or in an interprofessional intramural conference.
 - Poster or oral presentations at local, regional, or national meetings.
 - Evidence-based consultation to public officials at community, regional, state, or national venues.

Evidence of Excellence in Research/Scholarship

- Description of the faculty member's research focus, development of his/her research program over the period of review, and role in research team activities.

- Reviews by peers and supervisors that support the rating of excellence, including the number of evaluations collected, a summary of results, and comments when available.
- Evidence of scholarly activity in research, such as:
 - Publication of peer-reviewed articles, with quality and impact of published articles of more importance than the number published. The candidate should indicate his/or her contribution as an author for each publication.
 - Attainment of investigator-initiated, peer-reviewed research funding, beyond mentored awards.
 - Publication of review articles, state-of-the-art articles, chapters, books and other forms of enduring scholarly work and communications.
 - Invited presentations of research findings at meetings of scientific societies.
 - Invited participation in national advisory committees for research foundations, federal funding agencies, or other authoritative bodies.
 - Professional contributions, such as serving on committees to develop clinical practice guidelines or healthcare policies.
 - Peer reviewer for scholarly publications, service on editorial boards.
 - Peer reviewer of research proposals for funding agencies, including foundation and federal study sections.

Evidence of Excellence in Patient Care

- Description of the scope of the faculty member's clinical practice over the period of review.
- Reviews by peers and supervisors that support the rating of excellence, including the number of evaluations collected, a summary of results, and comments when available.
- Other evidence of excellence in patient care, such as:
 - Patient satisfaction scores.
 - Demonstrated commitment to ongoing growth in clinical performance.
 - Quality of care metrics.
 - Clinical referrals.
 - Clinical leadership roles.
 - Professional contributions, such as serving on committees to develop clinical practice guidelines or healthcare policies.
 - Awards and Honors for clinical contributions.
- Evidence of scholarly activity in patient care, such as:
 - Publication of clinical reviews, case reports, state-of-the-art articles, chapters, books and other forms of enduring scholarly work and communications.
 - Invited clinical presentations.

Evidence of Excellence in Service

- A full description of the service role/assignment and accomplishments achieved within that role, with documentation of substantial activity and productivity within the service assignment.
- Excellent regional or exceptional internal reputation as a leader within the service assignment, as documented in letters of evaluation.
- Scholarship related to the primary service mission, such as:
 - Evidence of novel and/or innovative program development and implementation.
 - Evidence of a major leadership role in a Department or Center.
 - Invited presentations at extramural meetings.
 - Documentation that the candidate has had significant interaction and positive engagement with communities outside the medical school.
 - Acquisition of external funding in support of service programs.
 - Scholarship related to community professional service.

For consideration in promotion recommendations, candidates must show exceptional service to the community [defined as service to the Department, NSU MD, University, local community, region, state, or nation] and/or exceptional service to the profession. For service activities to be considered, they must involve expertise in patient care, one or more of the sciences basic to medicine (e.g., biomedical, social, behavioral), and/or medical education.

Proficiency Standards

Proficiency in Education

Proficiency in education is demonstrated by a documented education assignment and satisfactory supervisory, peer, and learner reviews of the documented activities. The following are required as documentation of proficiency:

- Peer reviews that demonstrate satisfactory teaching performance.
- Reviews by recipients of the teaching (e.g., students, residents, peers) that demonstrate satisfactory performance, including the number of evaluations collected, a summary of results, and comments when available.
- Additional evidence in other areas is not required, but may be included (e.g., structured mentoring or advising activities, developing new instructional or curricular materials, roles in educational leadership/administration, assessment of learning outcomes), with descriptions of the quantity and quality of these activities.

Proficiency in Research and Scholarship

Proficiency in research and scholarship is demonstrated by the faculty member's satisfactory performance of the assigned research or scholarship goals. The following are required for documentation of proficiency:

- For those with a work assignment of greater than 20%, regular dissemination of research findings (on average, at least annual publication), the majority of which should be through peer-reviewed publications.
- For those with a work assignment of 20% or less, at least one peer-reviewed publication or other evidence of dissemination of knowledge during the period of review.
- Reviews by collaborators, peers, and/or external reviewers indicating satisfactory performance.

Proficiency in Patient Care

Proficiency in patient care is demonstrated by the faculty member's satisfactory performance of the assigned patient care responsibilities. Other evidence of proficiency may include the following:

- Satisfactory peer and supervisor reviews of the clinical service.
- Reviews by recipients of the service (e.g., colleagues, referring physicians, collective reviews/patient satisfaction inventories) that document proficiency.
- Measurable satisfactory participation in Quality Improvement (QI) activities of the clinical program, such as adherence to national quality standards, targeted clinical-service-related partnerships with the community, improved health care outcomes, cost effectiveness/clinical efficiencies of the program, support/adoption of new technologies, and methods/procedures that contribute to improved health care outcomes or improve public health.

Proficiency in Service

Proficiency in service is best demonstrated by documented service and satisfactory peer and supervisory reviews of the service. Reviews by the recipients of the service or colleagues with knowledge of the service must also be obtained to document proficiency.

For record of vote by M&P Committee

NOVA SOUTHEASTERN UNIVERSITY DR. KIRAN C. PATEL COLLEGE OF ALLOPATHIC
MEDICINE

MERIT AND PROMOTION COMMITTEE

RECORD OF VOTE

Record of vote of the members of the Merit and Promotion Committee regarding the proposal for promotion of **Name, Degree** from the rank of **Current Academic Rank** to the rank of **Proposed Academic Rank**.

___ Total number of voting members

___ Number of eligible members

___ Voting yes

___ Voting no

___ Abstaining

The candidate's complete promotion packet was available to all who participated in the discussion and vote.

Date

Signature of Committee Chair