

“HOW DO I GET PROMOTED?”

Guide to BCM Faculty Promotion

Vice Chair Group for Faculty Development

Department of Medicine

vcfacultydevelopment@bcm.edu

Faculty Guide and DOM Timeline to Academic Promotion

**Link to “Faculty Companion - A guide
to Academic Promotion” available
through BCM Success Factor**



**Link to More Information
available through BCM InTouch.**

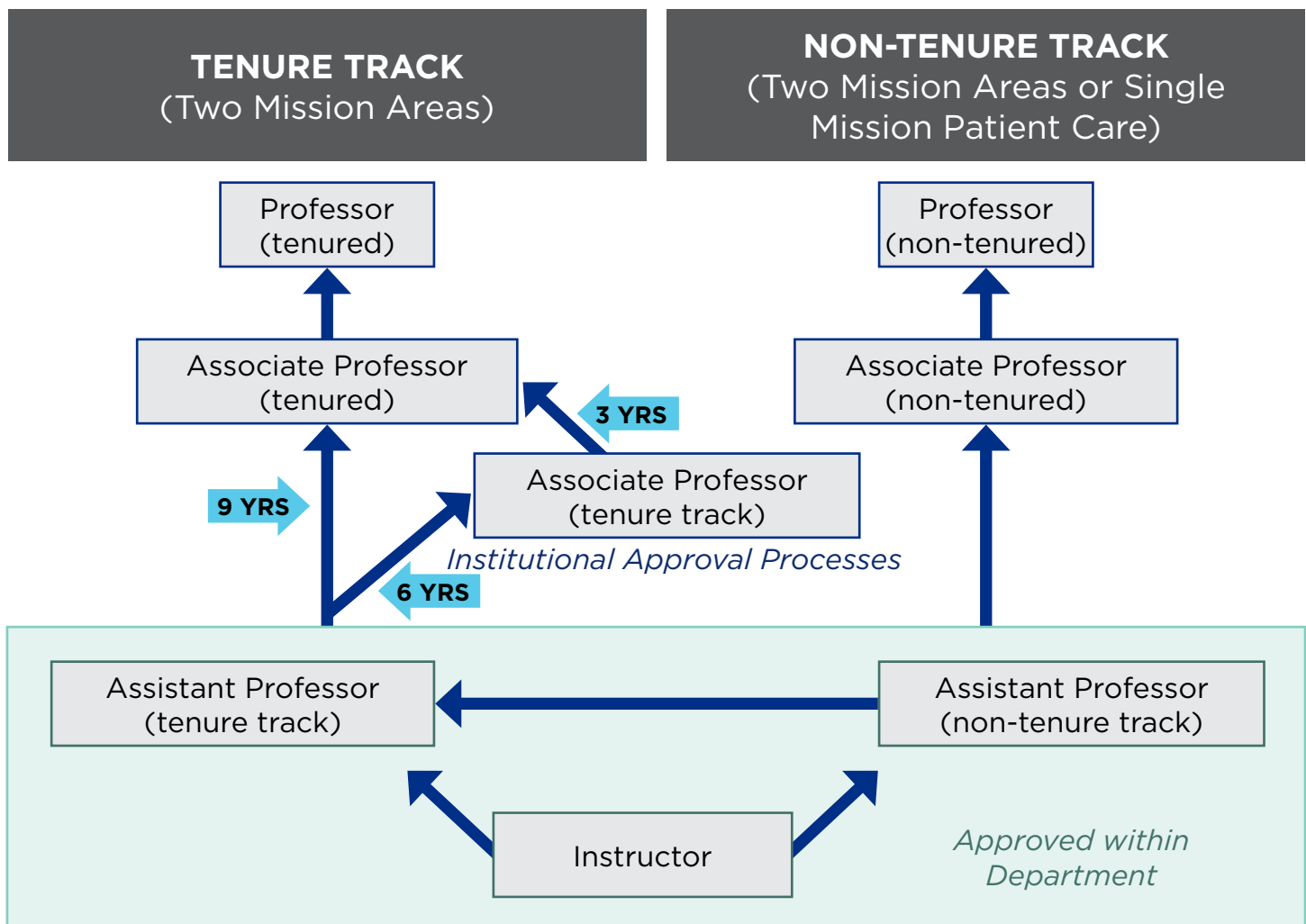


BCM credentials needed for Login

Baylor
College of
Medicine

THE MARGARET M. AND ALBERT B. ALKEK
DEPARTMENT OF
MEDICINE

Academic Tracks



- Promotion from Instructor to Assistant Professor (tenure track or non-tenure track) requires internal departmental approval only
- Promotion from non-tenure track Assistant Professor to tenure track Assistant Professor requires internal departmental approval only
- Promotion from Assistant Professor (tenure track or non-tenure track) to Associate Professor and beyond requires approval by the BCM Faculty Appointments and Promotions Committee (FAP)
- Promotion from Assistant Professor tenure track to Associate Professor tenured must take place within 9 years (“tenure clock”)
- The tenure clock may be suspended for up to 12 months under specific circumstances; a written request must be submitted before the tenure clock ends
- Promotion from Associate Professor tenure track to Associate Professor tenured must take place within 3 years (Associate Professor tenure track is unusual, mostly reserved for new hires)
- It is possible to move from the tenure track (or tenured) status to the non-tenure track (or non-tenured) status, but once this change has been made, one cannot move back.

What does Tenure entail?

- Access to certain funding mechanisms (internal and external)
- Sabbatical leave
- May not be dismissed except for cause in absence of a demonstrable financial exigency
- Eligible to serve on BCM Faculty Appointments and Promotions Committee (FAP)
- Does not assure the assignment of any job duties or responsibilities
- Does not assure higher salary than same position non-tenured

A national search is required for faculty appointments on the tenure track, promotion with tenure, or with tenure if the initial appointment did not require a national search and when commitments for resources beyond salary are made by the College to the individual being appointed.

Mission Areas

Instructor

- Annual meetings with Section Chief/Center Director to review accomplishments and timeline
- Determine career pathway, mission(s), and track

Assistant Professor (tenure track or non-tenure track)

Annual meetings with Section Chief/Center Director to review accomplishments and timeline

Research Mission

Internal and External Funding
(e.g., K-Awards, R01, seed or pilot programs)

Scholarship
(Publications, Presentations)

Reputation

Awards

Maintain 2nd area of Excellence

Education Mission

Educational Leadership

Teaching and Mentoring

Awards
(e.g., NRF)

Scholarship
(Publications, Presentations)

Reputation

Maintain 2nd area of Excellence

Patient Care Mission

Clinical Leadership Awards
(e.g., Early Career, Star, Master Clinician)

Scholarship
(Publications, Presentations)

Quality Improvement

Reputation

Maintain 2nd area of Excellence

Patient Care Single Mission

Clinical Excellence

Professionalism

Exemplary Patient Care

Productivity

Reputation

At least one of these four areas:

- Clinical Leadership
- Clinical Expertise
- Quality and Safety
- Business or Clinical Practice Development

no 2nd area

- Excellence in primary mission area, solid performance in 2nd mission area
- Avoid balanced but low in all three mission areas

- Excellence in clinical mission only

Faculty prepares CV, portfolio, reprints of publications, and forms for promotion
DOM Chair or Section Chief/Center Director writes nomination letter and solicits letters of reference
DOM Chair or Section Chief/Center Director submits promotion package to the DOM Faculty Appointment and Promotion (FAP) committee

Tenure (< 9 yrs)

Non-Tenure (no time limit)

Review and Approval by the BCM Faculty Appointment and Promotion Committee (FAP), the Academic Council, and the Board of Trustees

Associate Professor (tenured or non-tenured)

Similar Process

Professor (tenured or non-tenured)

1-4 years

5-9 years

BCM / DOM Faculty Promotion Process

Faculty member, with guidance of Section Chief/Center Director (e.g., Annual Performance Evaluation meeting), develops a strategy for documenting contributions in primary and secondary mission areas (research, education, patient care), regularly updates CV (at least once a year) in current BCM format



When ready, Faculty and Section Chief/Center Director assemble the promotion packet and Section Administrator solicits letters of reference (LOR)



- LOR return approximately 4-8 weeks.

Section Administrator submits Promotion Packet to the DOM Faculty Appointments & Promotion (FAP) Committee



- Package should be submitted at least 3 weeks prior to the scheduled committee meeting

DOM FAP Committee reviews promotion packages; Section Chief/Center Director presents candidate; committee discusses, makes recommendations to revise or move forward to BCM FAP Committee



- DOM FAP Committee meets every other month; additional ad hoc meetings are scheduled when needed
- DOM FAP reviews up to 6 packages per meeting
- Packages are reviewed in the order they are received

DOM FAP Committee reviews promotion packages for adequacy prior to forwarding to the BCM FAP
If inadequate/incomplete, the DOM FAP sends recommendations for revisions to Section Chief/Center Director
If adequate/complete, the DOM FAP sends the promotion packet to Faculty Affairs for their administrative review prior to putting it in the queue for BCM FAP review



- Time required for revision delays the process in moving the packet forward to the BCM FAP Committee

BCM FAP Committee meets monthly reviewing a limited number of packages per Department; depending on proposed rank and tenure status, DOM Chair or Section Chief/Center Director may present candidate; committee reviews and makes recommendations



Chair of BCM FAP Committee notifies DOM Chair or Section Chief/Center Director of the committee's decision



Academic Council meets monthly, reviews and approves BCM FAP candidates



Board of Trustees meets every other month, reviews and takes final action on BCM FAP candidates



Faculty Affairs notifies DOM Chair or Section Chief/Center Director of Board of Trustees decision; promotion becomes effective on the first day of the month following the Board of Trustees meeting

Contents of the Promotion Packet

ALL PROMOTION PACKETS MUST INCLUDE THE FOLLOWING **([LINK TO CURRENT FORMS & GUIDELINES](#))**

Nomination Letter

- Written by DOM Chair and/or Section Chief/Center Director (head of your academic unit). This letter is provided to the FAP committee for review prior to the meeting and is critical for laying the groundwork for your appointment or promotion.
- This letter should be comprehensive, discussing your background and accomplishments at BCM and highlighting your unique strengths.
- This letter serves as a supplement to the oral summary provided by the DOM Chair or Section Chief/Center Director during the committee meeting(s).

CV in BCM Format

- Your CV serves as the tool to tell your professional and academic story. Your CV highlights your unique academic journey and provides context for activities and accomplishments that might not be readily apparent.
- Utilize the half-page personal statement to explain your professional achievements and interests as well as your specific career goals related to your research, education, or clinical activities.
- Diverse workshops and coaching opportunities are available to provide more information and assist you in preparing and improving your CV as you progress toward promotion. Guidance can also be found here: [BCM CV Guidelines](#)
- You may download a template form here: [BCM CV Template](#)

Request for Faculty Appointment/Promotion (RFAP) Form

- This form represents the Chair's official request for a faculty appointment or promotion.
- You may view the form here: [RFAP Form](#)

Record of Professional Training & Experience (RPTE) Form

- This form is a brief summary of your qualifications for appointment or promotion and is completed by the faculty member. It includes a request for 4 references who may be contacted regarding academic or professional training.
- You may download the form here: [RPTE Form](#)

The following materials may be required based on the promotion rank sought:

- Letters of Reference (LOR)
- Representative Publications
- Portfolio

Letters of Reference (LOR)

- Letter writers support your promotion case by commenting on whether they believe you would be promoted at their institution, maintaining the integrity of academic promotion requirements
- Letter writers must be at or above rank of desired promotion (i.e., if seeking promotion from Assistant to Associate Professor, letter writer must be Associate Professor or Professor).
- The requirement for external/internal letters varies by proposed rank and tenure status.
- External (outside of BCM) letter writers are preferred for all mission areas. Letters from sources within the Texas Medical Center Houston but outside of BCM are seen as “external” letters.
- For promotion in the Research mission area, external letter writers must be outside of the Texas Medical Center Houston, preferably even outside of Texas.
- For promotion in the Patient Care and Education mission areas, internal (inside BCM) letter writers are acceptable but should preferably come from outside of DOM or at least outside of your section/center and should not come from past or present mentors, supervisors, or program directors.
- Generally, the farther the letter writers are from Houston, whether internationally, nationally, or regionally, the more advantageous it is. Additionally, for higher ranks, particularly tenure positions, there should be more external letters compared to internal ones.
- For research and clinical investigators, letter writers should not be direct supervisors, mentors, mentees, collaborators, or co-authors on publications. Additionally, they should not be from an institution where the applicant trained or served as faculty during the same period as the letter writer.
- If the research and clinical investigators have a Team Science role then some letters must come from project directors, principal investigators, or other collaborators who have first-hand knowledge of your role in the Team Science project(s), detailing your contributions to the Team Science.
- The FAP will evaluate both the overall quality of letters and diversity of letter writers, so careful consideration in selecting letter writers is recommended. All letters received must be submitted.
- As it is not uncommon for one or more letter writers to fail to submit a letter in the requested time frame, it is advisable to suggest 2-4 more letter writers than required.
- The letter requirement is waived for those holding a concurrent appointment as Associate Professor or Professor at another academic institution
- See [Summary of Appointment/Promotion Requirements](#) for specific requirements regarding reference letter details.

List of Suggested LOR Writers

Faculty provides names and contact information of suggested letter writers as part of the promotion package to the administrator. The DOM Chair or Section Chief/Center Director will contact the suggested individuals to solicit a reference letter which, once received, will be added to the promotion package before sending it to the DOM Faculty Appointments and Promotions Committee (faculty should not directly solicit letters).

Suggested Letter Writer Name	Academic Rank and Degree	Academic Institution	Email, Address, and Phone Number	Internal (BCM) or External	Mentor, Supervisor, or Co-author? (yes/no)
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Representative Publications

- Provide copies of your most significant publications (including all pages and supplemental material). Select those that best represent your work strategically.
- You are expected to have additional publications listed in your CV. The number given in the table below refers to the copies to submit in your promotion package, not the total number of publications you should have.
- See Summary of Appointment and Promotion Requirements for specific details.

Portfolios

- Education Portfolio: Required for all promotions to the rank of tenured Associate Professor and tenured and non-tenured Professor if Education is one of the two mission areas (whether primary or secondary).
- Patient Care Portfolio: Required for the Single Mission Patient Care pathway; required for promotion in the Patient Care mission area by the DOM Faculty Appointments and Promotions Committee if Patient Care is one of the two mission areas (whether primary or secondary).

Summary Table

Current Rank ¹	Rank Sought ¹	Reference Letters	Representative Publications ²	Portfolio
PROMOTION within Department				
Trainee	Instructor	0	0	none
Instructor	Assistant Professor NTT	0	0	none
Instructor	Assistant Professor TT	0	0	none
Assistant Professor NTT	Assistant Professor TT	3 (external or internal)	0	none
Mission: RESEARCH				
Assistant Professor NTT	Associate Professor NT	3 (external or internal)	0	none
Assistant Professor TT	Associate Professor TT	6 (external)	3	none
Assistant Professor TT	Associate Professor T	6 (external)	3	none
Associate Professor TT	Associate Professor T	6 (external)	3	none
Associate Professor NT	Professor NT	6 (external)	0	none
Associate Professor T	Professor T	6 (external)	6	none
Mission: EDUCATION³				
Assistant Professor NTT	Associate Professor NT	3 (external or internal)	0	Education
Assistant Professor TT	Associate Professor TT	6 (external or internal)	3	Education
Assistant Professor TT	Associate Professor T	6 (external or internal)	3	Education
Associate Professor TT	Associate Professor T	6 (external or internal)	3	Education
Associate Professor NT	Professor NT	6 (external or internal)	0	Education
Associate Professor T	Professor T	6 (external or internal)	6	Education
Mission: PATIENT CARE⁴				
Assistant Professor NTT	Associate Professor NT	3 (external or internal)	0	Patient Care
Assistant Professor TT	Associate Professor TT	6 (external or internal)	3	Patient Care
Assistant Professor TT	Associate Professor T	6 (external or internal)	3	Patient Care
Associate Professor TT	Associate Professor T	6 (external or internal)	3	Patient Care
Associate Professor NT	Professor NT	6 (external or internal)	0	Patient Care
Associate Professor T	Professor T	6 (external or internal)	6	Patient Care
Single Mission: PATIENT CARE				
Assistant Professor NTT	Associate Professor NT	3 (external or internal)	0	Patient Care
Associate Professor NT	Professor NT	6 (external or internal)	0	Patient Care

¹ TT = Tenure Track; NTT = Non-Tenure Track; T = Tenured; NT = Non-Tenured

¹ New Hires, Voluntary Faculty, Clinical and Senior Faculty, and Emeritus promotion processes are not addressed in this brochure; see [website](#) for information

² The numbers indicate the required number of publications to be included in the promotion package; applicants are expected to have additional publications listed in their CV

³ If EDUCATION is the primary or secondary mission, an Education portfolio is required by the DOM Faculty Appointments and Promotions Committee

⁴ If PATIENT CARE is the primary or secondary mission, a Patient Care portfolio is required by the DOM Faculty Appointments and Promotion Committee

DOM Faculty Appointments and Promotion Committee

<https://www.bcm.edu/departments/medicine/meet-our-team/leadership/faculty-appointments-and-promotions-committee>

Meets every other month on the 3rd (or occasional 4th)
Monday of the month starting in January

Administrative Contact: Taylor Price: Taylor.Price2@bcm.edu

Name	Section	Position
Robert Atmar, M.D .	Infectious Diseases	Chair
Glenn Levine, M.D.	Cardiology	Member
Zheng Sun, Ph.D.	Endocrinology, Diabetes, and Metabolism	Member
Aaron Thrift, Ph.D.	Epidemiology and Population Sciences	Member
Kristina Whitworth, Ph.D.	Epidemiology and Population Sciences	Member
Waqar Qureshi, M.D.	Gastroenterology and Hepatology	Member
Anita Kusnoor, M.D.	General Internal Medicine	Member
Nadia Ismail, M.D.	General Internal Medicine	Member
Anita Major, M.D.	Geriatrics and Palliative Medicine	Member
Sylvia Hysong, Ph.D.	Health Services Research	Member
Martha Mims, M.D.	Hematology and Oncology	Member
Sanjiv Sur, M.D.	Immunology, Allergy, and Rheumatology	Member
Richard J. Hamill, M.D.	Infectious Diseases	Member
Hana El Sahly, M.D.	Infectious Diseases	Member
Sai K. Saridey, M.D.	Nephrology	Member
Kanta Velamuri, M.B.B.S.	Pulmonary, Critical Care, and Sleep Medicine	Member
Venkata Bandi, M.B.B.S.	Pulmonary, Critical Care, and Sleep Medicine	Member