

BUSM Faculty Appointments & Promotions (FAP) FAQs

Please note that the present document is intended to facilitate faculty members' understanding of the promotions process and suggestions for CV formatting.

The FAQs is not a legally binding document and does not replace or supersede the [BU Faculty Handbook](#) or the [BUSM Guidelines for Promotion](#).

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What are the benefits of promotion?	
What are the benefits of being promoted?	<ul style="list-style-type: none"> • Promotion is evidence of progression of your career and usually results in a raise. • Higher academic rank may increase the chance of grant funding and selection for national committee service. • Faculty members may write letters of recommendation for all faculty aspiring to be appointed or promoted to the same (or lower) academic rank.
Is salary linked to promotion?	<ul style="list-style-type: none"> • Academic rank is one determinant of salary. • Ask your department administrator, chair, or chief about your department's compensation plan.
How does the process of promotion work and how long does it take?	
What is the process for promotion?	<ul style="list-style-type: none"> • Please contact Mary Morse (memorse@bu.edu), Manager of Faculty Affairs, for any inquiries relating to appointments and promotion processes, required documents, forms, etc. • You may also check the following links on the Faculty Affairs website for further information: <ul style="list-style-type: none"> http://www.bumc.bu.edu/busm/files/2015/06/Guidelines-for-Faculty-Appointments-Promotions_10-29-14.pdf https://www.bumc.bu.edu/provost/ap/appforms/ http://www.bumc.bu.edu/busm/faculty/ • http://www.bu.edu/handbook/appointments-and-promotions/promotions-on-the-medical-campus/ •
Requirements for letters of recommendation and strategies to identify letter writers	
How many letters of recommendation do I need?	<ul style="list-style-type: none"> • For Instructors, no letter of recommendation is required. • For Assistant Professors, letters of recommendation may come from colleagues, coauthors, and mentors, and do not need to be at arm's length. <ul style="list-style-type: none"> ○ 1 letter of recommendation is required for BUMG (formerly known as FPF) faculty; ○ 3 letters of recommendation are required for non-FPF faculty only. • For Research Associate Professor, Research Professor, Clinical Associate Professor and Clinical Professors, 3 of the 6 required letters must be from outside BU. All modified titles (i.e. Clinical, Research) do not require arms' length letters. • Unmodified Associate, and Full Professor appointments require at least 6 arm's length letters from faculty at least the rank of the intended promotion from respected outside universities. • Departments should request double the number of letters to obtain an adequate number of arm's length letters. • Letters are not considered appropriate if the recommender has a modified academic title (such as clinical or research professor) or indicates a mentor, mentee or collaboration role (not arm's length).

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<p>Who should I suggest to be my references (letter writers)?</p>	<p>Provide a list of suggested references to your supervisor with the potential writer's name, rank, contact information, and expertise to evaluate your work and contact information. References should be:</p> <ul style="list-style-type: none"> • Faculty at peer institutions i.e. institutions that are considered high quality and comparable or better in national rankings. For referees who are not from peer institutions, state why this particular prominent expert is appropriate. Examples of peer institutions include: Albert Einstein, Brown, Columbia, Dartmouth, Tufts, U. Massachusetts Medical School, and University of Southern California • At or above your proposed rank. Referees for an unmodified rank (professor) cannot have a modified title (e.g. <i>clinical</i> professor). Although associate professor faculty may serve as referees, professors are often much more skilled at writing effective letters because of their service on similar committees. • Experts in your research, educational, or clinical field who are familiar with your presentations, work, publications, and impact on your field, but not a mentor, mentee or collaborator. • Co-members (or even better the chair) of a <i>national or international</i> professional society or federal committee on which you serve. • Editors or section editors of journals for which you review or serve on their editorial board. • Leaders who have invited you to speak at national meetings, or to be visiting professors or to give an invited lecture at their institution. • National officers of your specialty society, particularly if you serve on committees or regularly speak at the annual meeting. • Leaders at the national level with whom you have interacted in any professional setting. • For more information, please see https://www.bumc.bu.edu/provost/ap/appforms/ <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Applicant's proposed rank</th> <th style="text-align: center;">Academic rank of letter writers</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Assistant professor</td> <td style="text-align: center;">Assistant, associate, or full professor</td> </tr> <tr> <td style="text-align: center;">Associate professor</td> <td style="text-align: center;">Associate or full professor</td> </tr> <tr> <td style="text-align: center;">Professor</td> <td style="text-align: center;">Professor. International letters may be helpful.</td> </tr> </tbody> </table>	Applicant's proposed rank	Academic rank of letter writers	Assistant professor	Assistant, associate, or full professor	Associate professor	Associate or full professor	Professor	Professor. International letters may be helpful.
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Assistant professor	Assistant, associate, or full professor								
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<p>What does an arm's length letter mean?</p>	<p>The purpose of the reference letter is to provide an unbiased opinion of the impact of the candidate's scholarship on the field. Hence, the letter writers must not have a close personal or professional relationship or even the appearance of a relationship that would bias her/his evaluation of you. The referee cannot be a:</p> <ul style="list-style-type: none"> • Personal friend • Close professional colleague • Trainee, colleague, or supervisor in same institution you trained/worked during an overlapping time period with you. • Mentee or mentor • Collaborator on a paper or grant unless the paper or grant was a result of a collaboration of a large consortia and the letter writer or candidate was not central to the grant/paper (e.g. published guidelines). Select no more than one reviewer in this category however. 								
<p>What aspects of external recognition are sought in recommendation letters?</p>	<p>Letters should attest to:</p> <ul style="list-style-type: none"> • National reputation for associate professor candidates • Strong national or international reputation for full professor candidates • Candidate would be promoted to same rank at letter writer's institution • Scholarship and its impact 								

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Should I contact my potential letter writers?	<ul style="list-style-type: none"> • Do not contact any potential references at any point in the promotion or appointment process. • The Department Chair or designee (often the Departmental Promotions Committee Chair) requests the letter of recommendation to avoid even the appearance of a conflict of interest, and requests that the letter address important specific content needed for your evaluation. 										
Will my Chair use the letter writers I suggest?	<ul style="list-style-type: none"> • Your section chief or department chair and the department Appointments & Promotions Committee will very likely modify the list of references to enhance the quality of the peer review. • Referees are at the discretion of the Department Chair and Departmental Appointment and Promotions Committee who may select others based on academic rank, expertise, arm's length considerations, how quickly the potential evaluator responds, and many other factors. 										
What letters don't count towards the 6 required for associate or full professors?	<p>Letters do not count for the minimum of 6 letters if the referee:</p> <ul style="list-style-type: none"> • Indicates that the candidate is a friend, mentee, or collaborator (i.e. not arm's length). • Does not have a faculty appointment. • Is at an academic rank below that proposed for the candidate. • Has a modified title (e.g. Clinical or Research Associate or full Professor). 										
What are the requirements for being promoted?											
Does duration on faculty lead to promotion?	<ul style="list-style-type: none"> • Faculty are not promoted solely based on number of years on faculty. 										
Does committee service count in promotion?	<ul style="list-style-type: none"> • Committee service (citizenship) is <i>necessary, but not sufficient</i> for promotion. • Service requirements are higher for associate and full professors. 										
Does mentoring count?	<ul style="list-style-type: none"> • Assistant professors are not required to serve as a mentor. • Associate and full professors are expected to indicate their mentoring activity in their personal statement. 										
Should I add a mentoring table?	<ul style="list-style-type: none"> • You may include a table of mentees for whom you served as a thesis advisor or with whom you published a paper, particularly if they are now faculty at a respected university. Include the following: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Mentee, degree(s)</th> <th style="width: 10%;">Dates</th> <th style="width: 15%;">Mentee Position</th> <th style="width: 25%;">Content or Product resulting from relationship</th> <th style="width: 30%;">Current Position</th> </tr> </thead> <tbody> <tr> <td>Jane Doe, PhD</td> <td>2016-17</td> <td>T32 trainee</td> <td>Signal transduction, reference 5</td> <td>Associate Professor, Yale Medical School</td> </tr> </tbody> </table>	Mentee, degree(s)	Dates	Mentee Position	Content or Product resulting from relationship	Current Position	Jane Doe, PhD	2016-17	T32 trainee	Signal transduction, reference 5	Associate Professor, Yale Medical School
Mentee, degree(s)	Dates	Mentee Position	Content or Product resulting from relationship	Current Position							
Jane Doe, PhD	2016-17	T32 trainee	Signal transduction, reference 5	Associate Professor, Yale Medical School							
What counts as an international organization or meeting?	<p>An organization or meeting is considered <i>international</i> if:</p> <ul style="list-style-type: none"> • Membership includes membership from outside the U.S. and meetings are sometimes held outside of the US. • If the organization holds both US meetings and international meetings (e.g., 1 US and 1 non-US meeting per year), your presentation at the non-US meeting is slightly preferred. • Yes, Canada and Mexico are international. 										
Do I need to be PI on a grant to be promoted to associate or full professor?	<ul style="list-style-type: none"> • For a clinician or an educator, no. • For basic scientists, generally yes. However, you may be promoted without independent funding if you have a strong national (associate) or international (full professor) recognition particularly if you have a unique contribution to funded grants (e.g. Statistician or Bioinformatician). 										

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Clinical and research modifiers	
What is a modified title?	A modified title is any prefix to the academic rank, e.g. research, clinical, or emeritus.
What does the Research modifier signify?	<ul style="list-style-type: none"> • The research modifier is used for research faculty on others grants who are not independently funded as PI. • Faculty with research modifiers do not have rolling appointments. • Please consider clarifying your term of appointment <i>in writing annually</i> with your PI. See policies about the duration of your term at: https://www.bu.edu/apfd/promotion/professorial-faculty-with-modified-titles-and-lecturers/ http://www.bu.edu/handbook/appointments-and-promotions/classification-of-ranks-and-titles/
What does the Clinical Modifier signify?	The Clinical Modifier recognizes clinical excellence. Please see https://www.bumc.bu.edu/busm/files/2015/06/Guidelines-for-Faculty-Appointments-Promotions_10-29-14.pdf (part IV)
What is an Adjunct title?	<ul style="list-style-type: none"> • Adjunct appointments are used for faculty who have significant activities in a department but whose primary appointment is at another university or in industry. • Collaborations are not a reason for such an appointment. http://www.bu.edu/handbook/appointments-and-promotions/classification-of-ranks-and-titles/
Can a clinician who does not have national recognition, or scholarly dissemination be promoted?	<p>Faculty predominantly responsible for clinical activities with few administrative, or scholarly activities or responsibilities may be promoted with clinical modifiers.</p> <p>Criteria for promotion include:</p> <ul style="list-style-type: none"> • Local reputation • Measures of patient volume and patient satisfaction • Time in rank • Teaching activities • Other contributions to the medical center or its affiliates.
If my title has a clinical or research modifier, can I be promoted to an unmodified title?	<ul style="list-style-type: none"> • If you meet the criteria for the unmodified title, you can be promoted from a modified title to an unmodified title, but this rarely happens. • A prior modified title does complicate promotion to an unmodified title.
What are ways to succinctly depict my activities on my CV if my efforts are focused clinically or on education?	
Does teaching or clinical service count towards promotion?	<ul style="list-style-type: none"> • Educational or clinical service are both important missions of the medical school, but <i>promotion is based on scholarship</i>, not service. • Clinicians should publish new clinical studies or quality improvement initiatives, and educators should publish curricula and educational scholarship in Med Ed Portal, Academic Medicine, or other peer reviewed journals, including professional society journals. • Teaching (and clinical service for clinicians) are part of the citizenship requirements for promotion. Thus, <i>concisely</i> summarize your teaching and clinical responsibilities. • You may detail teaching and clinical service in your personal statement. Do not make your scholarly contributions difficult to find in your CV.

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<p>How do I document recognition of my education scholarship?</p>	<ul style="list-style-type: none"> • Peer reviewed publications of new curricula (in Med Ed Portal or Academic Medicine or your professional society journal) is the best documentation. • If you have a website with curricular materials, please note number of: <ul style="list-style-type: none"> ○ Unique visitors ○ Institutions that use the resource ○ Countries in which website is accessed ○ Downloads • Teaching your curriculum at a national meeting workshop • Invited visiting professorships at respected universities • Mentees in your area of curricular expertise for whom you have served on thesis committees for co-published who have faculty positions at respected universities. • Leadership roles in professional society • Participation on a certification committee • Broadcast and print media contributions on your education innovation
<p>What are strategies to facilitate my promotion?</p>	
<p>How do I know if I am ready for promotion?</p>	<p>You should discuss your readiness for promotion every year during your annual review with your supervisor, section chief or department chair to clarify what you will need to do to be promoted and if you are on track. Consider also speaking with:</p> <ul style="list-style-type: none"> • Members of your department’s appointments and promotions committee, particularly the committee chair. • The Associate Dean of Faculty Affairs – currently, Hee-Young Park, PhD (hypark@bu.edu), or Manager, Faculty Affairs – currently, Mary Morse (memorse@bu.edu) • The BUMC Faculty Development Assistant Provost, currently Emelia Benjamin, MD (emelia@bu.edu), or BUMC Director, Robina Bhasin EdM (rbhasin@bu.edu).
<p>After a promotion, when should I begin thinking about what I need for my next promotion?</p>	<ul style="list-style-type: none"> • The next day. • Identify the strategies necessary to advance to the next academic rank to minimize the number of years between promotions. The path to promotion is long and needs adequate preparation. • Maintain your CV so it is up to date because you may be asked for your CV for national or external awards and opportunities. • Take opportunities that present unexpectedly (e.g. invitations to speak nationally or internationally).
<p>What are strategies to prepare to be promoted to associate and full professor?</p>	<ul style="list-style-type: none"> • For associate professor you need national recognition. Candidates for full professor need strong national and ideally international recognition. • Build your scholarly focus and academic identity; publish outstanding papers. • Find colleagues from other institutions with whom to interact or better collaborate. • Establish your academic home in an organization within your specialty and get involved. • Take advantage of opportunities that will lead to national credibility and recognition.

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<p>Should I include a candidate statement?</p>	<ul style="list-style-type: none"> • A <i>succinct</i> personal statement is included in your promotions packet with your cover sheet. It is <i>not part of your CV</i>. It should capture in 1-2 pages a narrative of your major scholarly contributions to education, clinical care, quality, advocacy/policy, and/or research. Highlight your impact on your field, recognition, and dissemination within and outside of the university. Such a statement helps your Section Chief, Department Chair, and all other reviewers including letter writers to understand the impact of your work on your chosen field. • For those who have applied for NIH grants, the personal statements in the NIH Biosketch are a suitable description of one’s accomplishments and their impact. • Avoid long run on paragraphs. • For both research and non-research faculty, you might include metrics of expertise, innovation, significance (impact on learners, patients, public health, or your scientific field), and dissemination, such as: <ul style="list-style-type: none"> ○ Documented improved patient outcomes ○ Pilot funding to pursue your work ○ Collaboration beyond your Department or Institution to disseminate your project/expertise ○ Leadership roles at national or international level relevant to expertise ○ Awards (e.g. Patient safety award) ○ Broadcast and print media contributions relevant to your expertise ○ Legislation, or policy changes ○ Inclusion in reviews or guidelines ○ Adoption/dissemination of your clinical/educational/research innovation by other institutions ○ Impact factors such as the H Index ○ You can also use social media, citations, and download data to document national or international recognition 				
<p>I am not a typical faculty member. How do I communicate my impact?</p>	<ul style="list-style-type: none"> • If your <i>scholarship</i> is atypical and innovative, consider adding an education, clinical, administrative, or research innovation table for your specific area of scholarship/career focus in your personal statement. • Please emphasize specific metrics of impact, innovation, dissemination, etc. <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center;">Innovation</td> <td style="text-align: center;">Novelty, Significance, Measurable Outcome, Impact</td> </tr> <tr> <td style="height: 20px;"> </td> <td> </td> </tr> </table>	Innovation	Novelty, Significance, Measurable Outcome, Impact		
Innovation	Novelty, Significance, Measurable Outcome, Impact				
<p>If your contributions do not fall within the identified headings in the BU CV template, consider adding additional categories</p>	<p>Some faculty members have major contributions outside of education and research.</p> <ul style="list-style-type: none"> • Consider adding additional categories. For example: <ul style="list-style-type: none"> ○ Advocacy ○ Consultancies ○ CME curriculum ○ Digital media 				
<p>How do I highlight my honors?</p>	<ul style="list-style-type: none"> • Be sure to indicate what organization awarded the honor. • If any of your major honors are not self-explanatory, please annotate with a succinct bullet. 				

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<p>What academic activities are most highly regarded?</p>	<ul style="list-style-type: none"> • A national or international reputation in your field for a focused area of scholarship. • Innovation and research that has a significant impact • Publications of original research and scholarship • Funding • Governmental grant review study sections • National and international invited talks and committee service
<p>What counts as scholarship?</p>	<ul style="list-style-type: none"> • Peer-reviewed original research • MedEd portal, peer-reviewed continuing medical education curricula & curricula that are demonstrably adopted by other institutions. • Peer-reviewed guideline development
<p>How do I get on a national committee?</p>	<ul style="list-style-type: none"> • Seek advice from your departmental leadership. Ask your chair to send a letter with your CV to the newly elected president of your professional organization nominating you for selected committees. Be willing to accept a less prestigious committee to prove that you will deliver so that you will be then asked to serve on a more prestigious committee (e.g. the program committee). • Be strategic about volunteering for committees. Try to align committee service with your interests and career goals. However, committees that seem peripheral may lead to other opportunities. • Be persistent, as most faculty do not get on a committee the first attempt (or sometimes a few attempts). • Meet people within the organization who are already actively involved. They may help you. Network with prior colleagues, mentors, or mentees and indicate your willingness to work hard and contribute. • Volunteer for activities such as judging poster competitions, reviewing abstracts for the meeting, etc. • When you do get on a committee, ALWAYS follow through on everything you commit to. Be dependable. Develop a reputation that you get things done and you will be asked again. • If you are offered an opportunity and the timing is challenging, ask if you can defer. • <i>Do NOT volunteer for any national activity for which you cannot under-promise and over-deliver.</i>
<p>How can I get on a regional or national committee if no one in my department has my same area of expertise?</p>	<ul style="list-style-type: none"> • Networking with committee members or leaders in the national organization is useful. Consider asking how to get involved: <ul style="list-style-type: none"> ○ Members of your section or department that are involved in the organization ○ Prior mentors from training ○ Current or prior colleagues ○ Many organizations have portals where you can submit your name and CV to volunteer
<p>How can I get national or international recognition?</p>	<ul style="list-style-type: none"> • <i>Publish outstanding, game changing papers.</i> • <i>Accept an offer to serve on an NIH study section or on other national or international professional society committees.</i> • Volunteer judiciously for opportunities that come along. • Serve as an abstract or grant reviewer ideally at in person meetings. • Serve on a guidelines writing committee

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<p>How can I get national or international recognition if my responsibilities make travel challenging?</p>	<ul style="list-style-type: none"> • <i>Publish outstanding, game changing papers.</i> • Pick key national or international organization to attend, network, and join committees. • Some activities may not require travel such as serving on editorial boards, many committees, study sections, and abstract reviewing increasingly conduct work virtually. • You can also use social media, citations, and downloaded data to document national or international recognition.
<p>How do I know if a journal is worth reviewing for or an invitation to join an Editorial Board is worth accepting?</p>	<ul style="list-style-type: none"> • Is the journal one of the key journals in your field of expertise? • Do you read and respect manuscripts from the journal? • Is the journal in PubMed? • See below—predatory journals. Do NOT serve on Editorial Boards for predatory journals • Check the journal's impact factor in the medical library. <ul style="list-style-type: none"> ○ http://www.bumc.bu.edu/medlib/resources/e-journals/ ○ Click the Medline tab ○ Highlight Web of Science; sign in with your BU login name & password ○ Journal Citation Reports; 3rd from left top tab
<p>When is the right time to inquire about being on an editorial board? How do I get on an editorial board?</p>	<ul style="list-style-type: none"> • To be asked to serve on an editorial board you need to be considered the national expert in your field and be a reliable, timely reviewer. • <i>Publish outstanding, game changing papers.</i> • Do peer review for journals. Reviewers are evaluated by their careful reviews and their turnaround times. Complete at least 1 review a month <i>with a turnaround time of 5-7 days</i>. Do NOT agree to review a manuscript if you cannot return it within the allotted time (typically 14 days). • Once you have a national reputation and a track record of review, ask if the Editor will consider appointing you to the Editorial Board. <ul style="list-style-type: none"> ○ Virtually all Editors can see Reviewers' statistics.
<p>What do I do if I have a gap in academic appointment my CV?</p>	<ul style="list-style-type: none"> • BU does not convey retroactive academic appointments. Be sure that your academic appointment application is submitted on time. • Address the gap explicitly. • Life happens. Faculty and their family members have childcare or eldercare issues, become ill, or have unique opportunities. • The advantage of not having tenure on the medical campus is we do not have a tenure clock.
<p>Do national workshops count towards promotion?</p>	<ul style="list-style-type: none"> • National workshops are useful if you are an invited speaker to establish a national reputation and for networking. • However, <i>attending</i> national workshops does not contribute to being promoted to Associate or Full Professor.
<p>What does it require to become an emeritus faculty member?</p>	<ul style="list-style-type: none"> • Emeritus is a status of honor and esteem at Boston University intended to recognize professors for lifetime contributions to the university, to their field, or to both, upon their retirement. Professorial faculty, with or without tenure or modified titles, are eligible for this consideration. • Emeritus status must be requested by the faculty member and approved by the department and the Dean. Typically, BUSM also sends them to the FAP committee. • For more information please see https://www.bu.edu/handbook/leaves-absences/faculty-retirement/ (Section B. Emeritus Status)

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Publications	
May I list references that aren't accepted?	<ul style="list-style-type: none"> • Do not list manuscripts in preparation, submitted, or under revision on your CV. • You may list items that are accepted, in press, or ePublished.
What number of papers do I need to be promoted?	<p>Number of publications is not as important as their quality and impact. Thus, no set number of papers is required for promotion.</p> <ul style="list-style-type: none"> • Factors that are considered are the quality and impact of the papers. • To be appointed/promoted to Assistant Professor requires ≥1 peer-reviewed publication. • For distribution of number of papers for Associate and Full Professors, see below.
How do I format my publications	<ul style="list-style-type: none"> • Please download your citations from PubMed, EndNote, Reference Manager, etc. to ensure accuracy and standard formatting • Bold your name • If you wish to emphasize the impact of your mentoring, <u>underline mentees' names</u> and indicate the annotation in a note on your CV. • Indicate shared responsibility such as shared first or last authorship when appropriate with a note. • Do not include publication categories, if you have no items in the category
What if I wasn't 1 st or last but had a major role?	<ul style="list-style-type: none"> • If you were not first or last author, but had a major role in a significant publication, please indicate your role. <p>A suggested taxonomy of research roles you may want to consider has been provided at http://dictionary.casrai.org/Contributor_Roles</p> <p>Roles include: conceptualization, methodology, software, validation, formal analysis, data curation, writing original draft, writing – review & editing, visualization, supervision, project administration, funding acquisition.</p> <p><i>Seriously consider the message to noise ratio of your CV and annotate sparingly.</i></p>
Publication categories	<ul style="list-style-type: none"> • Original, Peer Reviewed Articles – <i>Do not include non-peer reviewed articles in this category.</i> • Other categories of peer-reviewed articles include: <ul style="list-style-type: none"> ○ Peer-reviewed and published Continuing Medical Education ○ Peer-reviewed critical reviews ○ Peer Reviewed web-based curriculum: e.g. https://www.mededportal.org/. ○ Emphasize metrics of evaluation, impact, & dissemination ○ Peer Reviewed Professional Society Guidelines • Review articles • Editorials • Proceedings of Meetings and Invited Papers • Textbook Chapters • Case Reports • Textbooks and Monographs • Congressional Testimony

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<p>Do abstracts count toward promotion?</p>	<ul style="list-style-type: none"> • Abstracts do not count and should not be included in the BUSM CV. Abstracts may distract from writing high quality manuscripts that do count for promotion. • If a faculty member or his/her mentee is a finalist for a young investigator award, list the abstract as evidence of effective mentoring in the mentoring table, personal statement, or Chair's letter. • An effective approach to abstracts for meetings is to submit the abstract to your national or regional professional meeting once the manuscript is written: <ul style="list-style-type: none"> ▪ You are less likely to be <i>scooped</i> (e.g., you are less likely to have others see your data and submit competing publications in the same time frame). • Arrange with the journal to simultaneously publish your article on the day of your presentation. The article URL makes for a compelling last slide, particularly for early career investigator competitions. • Too many abstracts and not enough manuscripts is often viewed as an indication of a "completion problem".
<p>Do I need a first author paper to be promoted to Assistant Professor?</p>	<ul style="list-style-type: none"> • No, but you need at least one peer-reviewed publication. • Abstracts and case reports do not count. • However, case reports may be useful to demonstrate mentoring of trainees.
<p>How do I best highlight my most important publications</p>	<p>You may wish to annotate your top 3-5 publications. You should select most from the date of your most recent promotion. Please include metrics of innovation, significance, and dissemination – e.g.:</p> <ul style="list-style-type: none"> • Influence on your field, legislation, or policy • Media hits • Inclusion in guidelines or review articles • If the journal wrote an editorial on your paper • Inclusion in review articles or textbooks • Included in cover art • Number of times cited • http://scholar.google.com/schhp?hl=en
<p>Do bibliometric indices matter?</p>	<p>For unmodified Associate and Full Professors the BUSM FAP committee reviews the candidate's citation metrics.</p> <ul style="list-style-type: none"> • Bibliometric indices (e.g. H index) are one mechanism to demonstrate scholarly impact, although they have well-recognized limitations. <ul style="list-style-type: none"> ▪ One can calculate one's H index in Google Scholar, and in the Alumni Library's Web of Science. http://www.bumc.bu.edu/medlib/resources/e-journals/; Medline tab; Web of science selection; enter your BU login name & password; Select Author; enter your name • FAP recognizes that the number of citations will be lower in educational journals and journals from smaller fields compared to well-funded, research intensive fields; hence, the impact factors may be lower. <ul style="list-style-type: none"> ▪ A metric used by NIH that takes peer citations into account is the Relative Citation Index. Hutchins BI, et al. Relative Citation Ratio (RCR): A New Metric That Uses Citation Rates to Measure Influence at the Article Level. <i>PLoS Biol.</i> 2016;14:e1002541. PMID: 27599104

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<p>What are alternative metrics of dissemination besides citations?</p>	<p>You may wish to include Altmetrics for key publications (Maggio, 2017)</p> <ul style="list-style-type: none"> • Some journals provide a tab and provide your manuscript's alternative metrics • Altmetrics are included for your publications in your BU Profiles http://profiles.bu.edu/search/ • To analyze Altmetrics on your own: <ul style="list-style-type: none"> ○ https://staticaltmetric.s3.amazonaws.com/uploads/2016/05/NIH-guide.pdf ○ https://www.altmetric.com/products/free-tools/bookmarklet/ • <i>MedEd Portal</i> provides data on number of downloads: https://www.mededportal.org/ <p>*Maggio LA, Meyer HS, Artino AR, Jr. Beyond Citation Rates: A Real-Time Impact Analysis of Health Professions Education Research Using Altmetrics. <i>Acad Med</i>. 2017;92:1449-1455. PMID: 28817430.</p>
<p>Is there a hierarchy in publications with regard to promotion?</p>	<ul style="list-style-type: none"> • Peer-reviewed are substantially more valued than non-peer reviewed publications • Original articles are weighted heaviest • Guidelines and meta-analyses • Peer-reviewed, invited reviews in high impact or broadly disseminated venues • Lowest yield are book chapters and case reports • Abstracts do not count
<p>Author Websites</p>	<p>ORCID http://orcid.org/</p> <p>My NCBI link http://www.ncbi.nlm.nih.gov/sites/myncbi/</p> <p>BU Profiles http://profiles.bu.edu/search/</p> <ul style="list-style-type: none"> • Since most people outside the institution will find out about you via the web, make sure your BU profiles page is up to date, complete, and accurate. • Edit My Profile • Is your middle initial in your name? • Your correct degrees? • Your electronic picture; • Your keywords; • Your mentoring profile? See mentoring in the FAQ section for more details Mentoring roles are defined: http://www.bumc.bu.edu/facdev-medicine/files/2013/08/BU-Profiles-Mentoring-Ontology_for-website1.pdf • If you have a cool video, include it. • Include websites links, e.g. my NCBI, ORCID. • Are your publications accurate? • If you need help, please contact, Christopher A Dorney. dorney@bu.edu
<p>How can I avoid publishing in a predatory or fake journal or joining the editorial board of a predatory journal?</p>	<ul style="list-style-type: none"> • Be aware that predatory, bogus journals exist. • Do not join a bogus journal's Editorial board or submit your manuscript to a bogus journal. • Below are statements released by the NIH and 3 blogs on the topic: <ul style="list-style-type: none"> ○ https://grants.nih.gov/grants/guide/notice-files/NOT-OD-18-011.html ○ http://www.sciencemag.org/careers/2015/10/avoiding-fake-journals-and-judging-work-real-ones ○ http://thinkchecksubmit.org/check/ ○ http://blogs.plos.org/mindthebrain/2014/09/24/top-eleven-ways-tell-journal-fake/ • Beall publishes Beall's List of Predatory Publisher: https://scholarlyoa.com/individual-journals/ • Also, determine a journal's impact factor. Avoid publishing in journals with low impact factors http://medlib.bu.edu/ejournals/ See above. <ul style="list-style-type: none"> ○ http://www.citefactor.org/impact-factor-list-2012.html ○ http://globalimpactfactor.com/ ○ http://www.jifactor.com/

Funding

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How do I list my funding?	<ul style="list-style-type: none"> • Download and follow the BUSM model CV format. • Include years, grant number, funding agency, Cost, and your role. • Divide into current & past.
What if my research is unfunded?	<ul style="list-style-type: none"> • Do not list grants that you submitted but were not funded. • Contributions are reflected in your publications, whether funded or unfunded. This section is for funding, not research. Do not list unfunded research.
What are the resources available to me to help me be promoted?	
What if I think I am ready for promotion, & my supervisor disagrees?	<ul style="list-style-type: none"> • You may always meet with your department chair, department faculty development designee, the chair of your department's FAP committee to review your CV, and get their opinions on your readiness for promotion. • Your Chair's "no" may be a timing issue. E.g. Your Chair may want to delay promotion to a point at which your application is more likely to be successful.
What are the resources for faculty to advance their careers?	<ul style="list-style-type: none"> • Emerging leaders program: A 2-day BUMC program in BU's Questrom School of Business to teach leadership, negotiating and financial skills as well as conflict management https://www.bumc.bu.edu/2017/04/07/nominations-for-2017-bumc-emerging-leaders-program/ • Early-career: A 9-month structured, longitudinal program for faculty that includes peer, functional, and career mentoring on scholarly projects http://www.bumc.bu.edu/fpf/professional-development/early-career/ • Under-represented minorities (URM): A longitudinal 9 month URM professional development program http://www.bumc.bu.edu/fpf/professional-development/minority-leadership/ • Mid-career: A year-long intensive longitudinal mid-career faculty development program http://www.bumc.bu.edu/fpf/professional-development/mid-career-faculty-leadership-program/ • Women's Leadership: An academic year longitudinal women's leadership program http://www.bumc.bu.edu/fpf/professional-development/womens-leadership-program-wlp/ • Seminar series: Annually ~24 seminars on research, clinical, educational, diversity, leadership, and academic advancement topics http://www.bumc.bu.edu/fpf/professional-development/seminar-series/ • Career planning/CV reviews http://www.bumc.bu.edu/fpf/professional-development/career-planning-cv-reviews/ • BMC Quality Improvement Hub: Resources to support QI culture, including individual coaching and mentoring - http://www.bucme.org/BMCQIHUB • Lending library http://www.bumc.bu.edu/facdev-medicine/key-documents/lending-library/ • Backup Care: Onsite child care, & access to back up elder/child care https://bumg.care.com
What are the resources available to support the careers of faculty conducting research?	<ul style="list-style-type: none"> • CTSI searchable mentoring database via networking platform http://profiles.bu.edu/search/ • CTSI Longitudinal mentor training program http://www.bu.edu/ctsi/programs/training-and-education/crest-program/training-the-mentor-seminars/ • CTSI research resources including consulting for design, software tools https://www.bu.edu/ctsi/support-for-research/ • CTSI Grant writing & editing services https://www.bu.edu/ctsi/support-for-research/grant-writing-editing-services/ • CTSI Pilot awards https://www.bu.edu/ctsi/support-for-research/pilot-awards/ • CTSI K writing, 9 sessions over 5 months https://www.bu.edu/ctsi/2016/06/01/k-grant-writing-seminar/ • CTSI K to R program https://www.bu.edu/ctsi/training-education/

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What other ways can I improve my Curriculum Vitae?	
How can my CV communicate my impact?	<p>Your CV should tell the story of your career and areas of focus/passion</p> <ul style="list-style-type: none"> • Focus on depicting a succinct and clear representation of your career that people outside of your institution and/or specialty can understand. • Activities that you spend a lot of time on should take up the corresponding amount of space in your CV. • Consider the use of tables to highlight your contributions to your field and the impact of your work (beyond BU).
Formatting	<ul style="list-style-type: none"> • Please download and use the BUSM CV format. Do not change the font size (12). • Include a header with your full name on each page (to suppress on the first page select page layout, page setup, layout, headers & footers different first page). • Include a footer with “page x of y” and the date of your current CV update. [Insert; Page number; scroll down to page x or y] • Keep formatting consistent throughout document. • Avoid “orphans” (e.g. having a heading on one page and text on the next). In Word, select “paragraph,” select “line & page breaks,” select “keep with next” or “keep lines together”). • Please avoid abbreviations – virtually all abbreviations are not intelligible to people outside your field. • If you use an abbreviation, redefine it in each section of your CV (the exception being the name of your current institution). • Check abbreviations in an acronym finder to ensure that they do not have unintended meanings: http://www.acronymfinder.com/ • If you don’t have any content to include under a particular heading that is part of the standard BU CV format, delete the heading.
Table formatting	<p>If table spans >1 page, for ease of reading, please:</p> <ul style="list-style-type: none"> • To have header row appear at top of each page: <ul style="list-style-type: none"> ○ Select <i>header row</i> of table, right click and select <i>Table Properties</i>, Select <i>row</i>, Select <i>repeat as header row at top of each page</i>. • To avoid table rows going across pages: <ul style="list-style-type: none"> ○ Select <i>entire table</i>; Select <i>Table Properties</i>, Select <i>Row</i>; uncheck <i>Allow row to break across pages</i>
Chronology	<ul style="list-style-type: none"> • Please be consistent. • The BU CV format is to list all items chronologically from oldest to newest.
Typos	<ul style="list-style-type: none"> • Please spell check your CV
Organization	<ul style="list-style-type: none"> • Try to avoid repetition, by listing the same accomplishment in multiple sections • Please organize your specific categories logically, and in a way that highlights your accomplishments. • E.g. break into categories of international, national, regional, institutional • If you have multiple entries for one organization, make a sub header, e.g. American Cancer Society American College of Really Important Science
When should I update my CV?	<ul style="list-style-type: none"> • Determine the most efficient method for you. Some people use the annual review process, whereas others maintain their CV in real time. • Whatever your system, do not let more than 6-12 months pass without updating your CV.
Have other questions?	

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<p>Can I appeal if my section, department chair or department FAP, BUSM FAP, or the University President rejects my promotion?</p>	<ul style="list-style-type: none">• However, if suggested changes are made or funding, publication or scholarly dissemination has substantively changed, the application may be resubmitted with new letters.• You can always review your CV with your departmental FAP committee chair, the head of the BUSM FAP committee or the Assistant Provost for Faculty Development.• Your Department FAP committee may also provide useful feedback and advocacy if appropriate.
<p>How can I learn more about the FAP process?</p>	<ul style="list-style-type: none">• You may find the complete guidelines for BUSM Appointments & Promotions here: https://www.bumc.bu.edu/busm/files/2015/06/Guidelines-for-Faculty-Appointments-Promotions_10-29-14.pdf• You may find the forms you need here: https://www.bumc.bu.edu/provost/ap/appforms/
<p>Your questions not addressed?</p>	<ul style="list-style-type: none">• Ask your Department's FAP Committee Chair or Department Chair any additional questions.• The FAQs is a living document. Please submit any additional questions you have to the BUMC Director of Faculty Development, Robina M. Bhasin, EdM, rbhasin@bu.edu.