

CAMed Faculty Appointments & Promotions (FAP) FAQs

Boston University Chobanian and Avedisian School of Medicine 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 [BU Chobanian & Avedisian School of Medicine Guidelines for Promotion](#).

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What are the benefits of promotion?

What are the benefits of being promoted?	• Promotion is evidence of career progression and academic accomplishment. • Promotion often results in a raise (department dependent). • Higher academic rank, particularly on the unmodified track may increase likelihood of grant funding. • Higher academic rank may help you be selected for national committee service.
Is salary linked to promotion?	• Academic rank is one determinant of salary. • Ask your department administrator, chair, or chief about your department's compensation plan. • Most Departments are using the AAMC benchmarks for salary, which is available at CAMED Faculty website with your BU username & password

How does the process of promotion work and how long does it take?

What is the process for promotion?	• Please contact CAMedfao@bu.edu 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. • See Tab: CAMED Faculty Appointments & Promotions (FAP)
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Requirements for letters of recommendation and strategies to identify letter writers

Where is a check list of unmodified & modified promotion requirements?	• FAP Checklist – Unmodified Titles & Voluntary Appointments (last updated: 6/5/2024) • FAP Checklist – Modified Titles (Clinical, Research, Emeritus, Adjunct) (last updated: 6/20/24)
How many letters of recommendation do I need?	• 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. ▪ 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 for internal and external letters. For the External letters for Clinical Associate Professor, there is no guidelines on years since leaving BU. But one to two years should be ok. • 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 for unmodified promotions 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).
How many potential letter writers should I suggest	• Outside letter writers are increasingly busy and may have other responsibilities precluding their ability to provide a timely letter. • There has been a temporal trend toward having to solicit more letter writers to receive the minimum required number • Promotions may be delayed by many months if the letter writers do not provide their letter in a timely fashion. • Hence, please suggest many more letter writers than the number required to move forward. ▪ For unmodified LOS, please suggest 10-12 letter writers.

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Who should I suggest as my references (letter writers) for unmodified ranks?	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: • 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. • 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 Professor rank, 1-2 international letters of support are advantageous. • Arm's Length Criteria provide guidelines for arm's length referees. • Faculty Affairs website provides more details under the required documents tab. <table border="1" data-bbox="329 934 1526 1081"> <thead> <tr> <th>Applicant's proposed rank</th><th>Academic rank of letter writers</th></tr> </thead> <tbody> <tr> <td>Assistant professor</td><td>Assistant, associate, or full professor</td></tr> <tr> <td>Associate professor</td><td>Associate or full professor</td></tr> <tr> <td>Professor</td><td>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.
Applicant's proposed rank	Academic rank of letter writers								
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What are examples of comparable institutions?	<i>Large, private urban medical schools, with an emphasis on the northeast that are comparable.</i> • Columbia (NY) • University of Chicago (Pritzker) (IL) • Northwestern (Feinberg, IL) • Cornell Weill (NY) • Brown (Alpert) University (RI) • Albert Einstein College of Medicine University (NY) • Dartmouth College (Geisel) (NH) • Tufts (MA) <i>Other examples of peer institutions that are public include:</i> • U. Massachusetts Medical School (MA) • University of Southern California (CA)								

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What does an arm's length letter mean?	The expectation is that there is “no personal or formal professional relationship to the candidate, although simply ‘knowing’ the candidate is not a problem because we expect our senior faculty to be well-known in the discipline.” It also gives some reasons why letters are usually considered NOT arm's length. Evaluators NOT qualifying for arm's length: • See CAMEd website • Co-author • Co-author Exceptions ▪ >10 authors and evaluator & candidate both middle authors ▪ Guidelines and consortium paper • Formal research or educational collaborator • Co-investigator on a grant or contract • Mentor or advisor • Co-working, apart from short-term visiting appointments • Former student or former supervisor • Familial relationships or close personal ties beyond professional collegiality
What aspects of external recognition are sought in recommendation letters?	Letters should attest to: • National reputation for associate professor candidates • Strong national and international reputation for full professor candidates • The candidate would be promoted to same rank at letter writer's institution • Scholarship and its impact
Should I contact potential letter writers?	• <i>Do not contact any potential references at any point in the promotion or appointment process.</i> • 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?	• Your section chief or department chair and the department Appointments & Promotions Committee may 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?	Letters do not count for the minimum of 6 letters if the referee: • 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?	• Faculty are not promoted solely based on number of years on faculty, with the exception of promotion from Instructor to Assistant Professor after 3 years on faculty.
Does committee service count in promotion?	• Committee service (citizenship) is <i>necessary, but not sufficient</i> for promotion. • Service requirements are higher for associate and full professors. • Teaching evaluations are part of promotion review, particularly for modified faculty.
Does mentoring count?	• 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 and in their CV.

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Should I add a mentoring table?	- 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. *adding the mentee’s ORCID is optional. It may assist with tracking - Per Hee-Young Park, PhD 6/18/2022. <i>Current positions of their mentees are important part of promotions evaluation and generally a good practice.</i> <table><tr><th>Mentee, degree(s)</th><th>Dates</th><th>Mentee Position</th><th>Content or Product resulting from relationship</th><th>ORCID* Current Position</th></tr><tr><td>Jane Doe, PhD</td><td>2010-12</td><td>T32 trainee</td><td>Signal transduction, Ref # 5</td><td>Associate Professor, Yale Medical School</td></tr></table>	Mentee, degree(s)	Dates	Mentee Position	Content or Product resulting from relationship	ORCID* Current Position	Jane Doe, PhD	2010-12	T32 trainee	Signal transduction, Ref # 5	Associate Professor, Yale Medical School										
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Jane Doe, PhD	2010-12	T32 trainee	Signal transduction, Ref # 5	Associate Professor, Yale Medical School																	
What counts as an international organization or meeting?	An organization or meeting is considered <i>international</i> if: - Membership includes membership from outside the U.S. and meetings are sometimes held outside of the US. - An meeting may be called international, but if always held in the US, is it not international - 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?	- 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; you must emphasize your unique contribution to funded grants (e.g. Statistician or Bioinformatician).																				
What are the criteria for promotion from Asst. to Assoc & Assoc to Professor on the unmodified track.	- BU CAMed uses holistic review. Hence, there is NOT a strict cutoff for number of papers, grants, talks, etc. - Associate Professor is evidence of strong national recognition, typically for a specific area of inquiry/field/expertise - Assoc to Professor is evidence of strong international recognition, typically for a specific area of inquiry/field/expertise - Please also see publication section below. - Ranges of publications & years in rank are below: Years in Rank & Publications* (Unmodified: 2019-2024) <table><tr><th>Faculty Rank</th><th colspan="2">Years in Rank</th><th colspan="2">No. Publications</th></tr><tr><td></td><td>Range (yrs)</td><td>Average (Median) (yrs)</td><td>Range</td><td>Average (Median)</td></tr><tr><td>Professor</td><td>3 - 16</td><td>8 (8)</td><td>22 - 197</td><td>67 (55)</td></tr><tr><td>Associate Professor</td><td>2 -26</td><td>8 (7)</td><td>10 - 118</td><td>41 (38)</td></tr></table> * Original peer-reviewed articles	Faculty Rank	Years in Rank		No. Publications			Range (yrs)	Average (Median) (yrs)	Range	Average (Median)	Professor	3 - 16	8 (8)	22 - 197	67 (55)	Associate Professor	2 -26	8 (7)	10 - 118	41 (38)
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Clinical & research modifiers; Adjunct & Voluntary; Name of the School, BUSM → CAMEd	
Is BUSM allowed?	Boston University School of Medicine should be changed to Boston University Chobanian & Avedisian School of Medicine throughout your CV, even for entries that antedate the name change. Please also change BUSM → CAMEd throughout your CV.
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?	- The research modifier is used for research faculty supported by others' grants 100% and who are not independently funded as PI. - Even if a faculty member does not have an independent grant, if at least 5% FTE is spent teaching then eligible for unmodified title. - Please consider clarifying your term of appointment <i>in writing annually</i> with your PI. See policies about the duration of your term at: Guidelines for Faculty Appointments & Promotions in the BU Chobanian & Avedisian School of Medicine: Section C
What does the Clinical Modifier signify?	The Clinical Modifier recognizes clinical excellence. Guidelines for Faculty Appointments & Promotions in the BU Chobanian & Avedisian School of Medicine: Section B
What is an Adjunct title?	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.
Do BMC Physicians have to have faculty appointments	- BUMG hired physicians have BU faculty appointments. - If one has a primary appointment at another medical school, e.g., HMS, but one teaches medical students the Affiliated Office recommends a faculty appointment.
What are the guidelines for Affiliated Faculty?	CAMEd Affiliated Faculty Appointments and Promotions Guidelines
What is a Voluntary faculty member	CAMEd Voluntary Faculty Appointments and Promotions Guidelines - Voluntary faculty are not paid by Boston University. - Individuals may apply to become voluntary faculty if they: - Make an annual contribution of approximately 40 hours of teaching CAMEd students - Are PI for current BU doctorate student(s) or grants - Advanced Practice Providers (APPs) employed by BMC may apply to become CAMEd faculty members. - For questions, please contact the CAMEd Faculty Affairs Office
Can a clinician who does not have national recognition, or scholarly dissemination be promoted?	Faculty predominantly responsible for clinical activities with few administrative, or scholarly activities or responsibilities may be promoted with clinical modifiers. Criteria for promotion include excellent: - Local reputation - Measures of patient volume and patient satisfaction - Time in rank, generally a minimum of 8 years - 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?	Although unusual, if you meet the criteria for the unmodified title, you can be promoted from a modified title to an unmodified title.

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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?	- Educational or clinical service are both important missions of the medical school, but <i>promotion on the unmodified track 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 MedEd 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.
How do I document recognition of my education scholarship?	- 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: - 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 with whom you have co-published or for whom you have served on thesis committees who have faculty positions at respected universities. - Leadership roles in professional society - Participation on a certification committee (e.g., oral boards) - Broadcast and print media contributions on your education innovation
What are strategies to facilitate my promotion?	
How do I know if I am ready for promotion?	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: - Members of your department's appointments and promotions committee, particularly the committee chair(s). - The Associate Dean of Faculty Affairs – currently, Hee-Young Park, PhD (hypark@bu.edu), or Faculty Affairs Office: CAMedfao@bu.edu - The BUMC Faculty Development Assistant Provost, currently Emelia Benjamin, MD (emelia@bu.edu), for an appointment email: bumcfd@bu.edu
Am I required to have an annual review?	- All full-time faculty members (defined as ≥75% FTE) are required to have an annual review with their Department Chair or Section Chief or their designee. - The annual review should include a discussion of your responsibilities (clinical, educational, or research) and your academic advancement needs.
After a promotion, when should I begin thinking about what I need for my next promotion?	- 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).
What are strategies to prepare to be promoted to associate and full professor?	- For associate professor you need national recognition. Candidates for full professor need strong national and international recognition. - Build your scholarly focus and academic identity; publish outstanding papers. - Find colleagues from other institutions with whom to interact or 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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Should I include a candidate statement?	• A succinct 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 page 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. • Please elaborate on your current activities and future plans under each heading that is applicable to your academic portfolio include sections on: ○ Research/Scholarship ○ Teaching/Mentoring ○ Service; • 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: ○ 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				
I have not had a typical academic health sciences career. How do I communicate my impact?	• 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" data-bbox="326 1297 1547 1413"> <thead> <tr> <th data-bbox="326 1297 574 1360">Innovation</th><th data-bbox="579 1297 1547 1360">Novelty, Significance, Measurable Outcome, Impact</th></tr> </thead> <tbody> <tr> <td data-bbox="326 1360 574 1413"></td><td data-bbox="579 1360 1547 1413"></td></tr> </tbody> </table>	Innovation	Novelty, Significance, Measurable Outcome, Impact		
Innovation	Novelty, Significance, Measurable Outcome, Impact				
If your contributions do not fall within the identified headings in the BU CV template, consider adding additional categories	Some faculty members have major contributions outside of education and research. • Consider adding additional categories. For example: ○ Advocacy ○ Consultancies ○ CME curriculum ○ Digital media ○ Patents				
How do I highlight my honors?	• 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.				
What academic activities are most highly regarded?	• 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 • External funding • Governmental grant review study sections • National and international invited talks and committee service				

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What counts as scholarship?	• Peer-reviewed original research • MedEd portal, peer-reviewed continuing medical education curricula & curricula that are demonstrably adopted by other institutions. • Peer-reviewed guideline development
How do I get on a national committee?	• Seek advice from your departmental leadership. Ask your chair/chief to send an email 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>
How can I get on a regional or national committee if no one in my department has my same area of expertise?	• Networking with committee members or leaders in the national organization is useful. Consider asking how to get involved: ○ 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
How can I get national or international recognition?	• <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 guideline writing committee
How can I get national or international recognition if my responsibilities make travel challenging?	• <i>Publish outstanding, game changing papers.</i> • Pick key national or international organizations 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. • Request remote presentation.
How do I annotate invited talks, and do virtual talks count?	• For talks please separate into sections with International, National, Regional, or Institutional • Virtual talks count!!!! Classify the reach of the talk (International, National, Regional, Institutional) • Note the organization inviting the talk (i.e., name the government, NGO, professional society, or school/hospital sponsoring the talk). • If you give >1 talk to a given entity, create a category for the organization • Note the location of the talk, i.e., San Francisco, CA

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How do I know if an invitation for a talk is a predatory conference organizer	Predatory conferences are exploding. Identifying them is a challenge. More likely to be predatory if: • The organizers do NOT pay for travel and accommodations • If one does not recognize & respect any other speakers • If one does not recognize & respect the organization • If the organizers are asking you about a topic for which you lack expertise • If the conference is hosted at an airport hotel Per David Flynn, BUMC Medical librarian dflynn@bu.edu : • For an even more comprehensive metric you can download a pdf from the InterAcademy Partnership (IAP) website Combatting Predatory Academic Journals and Conferences. • The PDF comes from the English Summary Report, and the entire report is also worth a read.
How do I know if a journal is worth reviewing for or an invitation to join an Editorial Board is worth accepting?	• 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. ○ BU Alumni Medical Library 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
When is the right time to inquire about being on an editorial board? How do I get on an editorial board?	• 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. ○ Editors can see Reviewers' statistics.
What do I do if I have a gap in academic appointment my CV?	• BU does not convey retroactive academic appointments. Be sure that your academic appointment application is submitted on time. • Address the gap explicitly; discuss with your mentors how to frame a gap. • 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.
Do national workshops count towards promotion?	• National workshops are useful if you are an invited speaker to establish a national reputation and for networking. • However, merely <i>attending</i> national workshops generally does not contribute to being promoted to Associate or Full Professor.
What does it require to become an emeritus faculty member?	• 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. • For more information, please see Section B. Emeritus Status

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Publications	
May I list references that aren't accepted?	- 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?	Number of publications is not as important as their quality and impact. Thus, no set number of papers is required for promotion. - Factors that are considered are the quality and impact of the papers. - To be appointed/promoted to Assistant Professor requires ≥1 peer-reviewed publication or being in rank an Instructor for 3 years. - For distribution of number of papers for Associate and Full Professors, see above.
How do I format my publications	- 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
Do first or last starred authorships count if not first, first or last, last author?	DOM A&P policy: <i>"As long as the journal notes that the star represents co-first or co-last author, we accept that attribution."</i> <i>The case can be made even stronger if the chair's letter and personal statement elaborate on the co-authorship and explain the respective roles."</i>
What if I changed my name?	- If you changed your name and have some talks, grants, or publications with a different name please annotate somewhere on your CV. - You can annotate at the beginning of your CV - Alternatively, if mainly relevant to your publications, annotate before your original publications. - Bold your name (original &/or maiden) in your publication list
What if I wasn't 1 st or last but had a major role?	- If you were not first or last author, but had a major role in a significant publication, please indicate your role. - A suggested taxonomy of research roles you may want to consider has been provided at The 14 CRediT Contributor Roles Roles include: conceptualization, methodology, software, validation, formal analysis, data curation, writing original draft, writing – review & editing, visualization, supervision, project administration, funding acquisition. <i>Seriously consider the message to noise ratio of your CV and annotate sparingly.</i>

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Publication categories	• Original, Peer Reviewed Articles – <i>Do not include non-peer reviewed articles in this category.</i> • Other categories of peer-reviewed articles include: ○ Peer-reviewed and published Continuing Medical Education ○ Peer-reviewed critical reviews ○ Peer Reviewed web-based curriculum: e.g. MedEd Portal ○ Emphasize metrics of evaluation, impact, & dissemination ○ Peer Reviewed Professional Society Guidelines • Review articles • Editorials • Proceedings of Meetings and Invited Papers • Place thought pieces that are published in peer reviewed journals in a Commentary section – e.g., a narrative medicine piece • Textbook Chapters • Case Reports • Textbooks and Monographs • Congressional Testimony
Do abstracts count toward promotion?	• Abstracts do not count and should not be included in the CAMED 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: ▪ 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”.
Oral Abstract Conference presentations	• Invited talks at conferences should be included in invited talks • Oral abstract conference presentations should be placed at the end of CV. Do not include in oral abstracts in invited talks, as it will distract from the invited talks
Do I need a first author paper to be promoted to Assistant Professor?	• As of January 1, 2021, the criteria for Assistant Professor have changed. One publication or at least 3 years at the rank of Instructor with service to CAMED that includes teaching, serving on committees, mentoring, school administration, etc. • One publication includes original article, reviews, case-reports, book chapters, editorials, and comments. • Abstracts and posters do not count.
How do I best highlight my most important publications	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.: • 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 • Google Scholar • Overton assessment of number of times the paper has been cited in policy documents.

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Do bibliometric indices matter?	For unmodified Associate and Full Professors the CAMED FAP committee reviews the candidate's citation metrics. • BUMC has a service to assist faculty, centers, and departments analyze their bibliometric indices: BU Alumni Library Bibliometrics Service • Bibliometric indices (e.g. H index) are one mechanism to demonstrate scholarly impact, although they have well-recognized limitations. ▪ One can calculate one's H index in Google Scholar, and in the Alumni Library's Web of Science; Medline tab; Web of science selection; enter your BU login name & password; Select Author; enter your name ▪ In BU profiles you can calculate your relative citation ratio, see below
If I am in a smaller field, less well-cited field, how can I demonstrate my impact?	• 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 H index impact factor may be lower. ▪ 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> 2016¹ ▪ The RCR has its critics. Janssens et al. <i>PLoS Biol</i> 2017 raises concerns about the inadequate definition of fields, emphasis on citations in first two years after publication for the expected citations, and other concerns.² ▪ To find your RCR, open BU profiles, publications tab, Top of pubs click on iCite Analysis. The RCR looks at papers funded by the NIH in a certain subject area & compares these records to other NIH funded papers in the same subject area published at the same time. The total number of citations for these papers is normalized & a score is calculated. The RCR normalizes this score to a 1.0, so any score >1.0 indicates how many more times these papers are cited vs. their peer publications. Any Mean RCR >1.0 is good (1.0 is expected value); 2.15 is extremely impressive. ▪ So now, the best way to get to the graphs is: Click on the button (Copy PMIDs to Clipboard)  than add in the box for PMIDs. - OR •  PMIDs Input a list of PMIDs ▪ On the iCite page (either use the iCite Analysis button, or go to the general page at NIH iCite New Analysis) – paste the PMIDs
What are alternative metrics of dissemination besides citations?	You may wish to include Altmetrics for key publications (Maggio, 2017) • Some journals provide a tab and provide your manuscript's alternative metrics • Altmetrics are included for your publications in your BU Profiles • To analyze Altmetrics on your own: ◦ Altmetric Guide ◦ Bookmarklet for Researchers • MedEd Portal provides data on number of downloads *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.
Metrics of policy influence	You may wish to analyze the impact of your work on policy. • BU has 5 licenses to Overton.³⁻⁵ David B. Flynn MS (LIS) (dflynn@bu.edu), BUMC Senior Research Librarian, depending upon bandwidth can create an Overton report. • You may run an Overton report yourself via Sage Policy Profiles, a web-based tool launched by Sage Publishing.

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Is there a hierarchy in publications with regard to promotion?	• 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
Author Websites	ORCID http://orcid.org/ My NCBI link http://www.ncbi.nlm.nih.gov/sites/myncbi/ BU Profiles http://profiles.bu.edu/search/ • 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 • Full name. If you have a middle initial or other name, please add it to your BU profiles banner • Record name. If individuals sometimes mispronounce your name, please record the correct pronunciation under “Hear My Name” in your own voice. Once recorded, you can share a link on other websites or that will play your pronunciation. You also can copy a linked image for use in your email signature  Hear my name. • Overview. Add or enhance your overview so that it is a good elevator pitch • Pronouns. If you feel comfortable, select & display your pronouns • Publications. Review your publications – are they accurate? • Photo. Add or replace your picture if not to your liking • Honors. Add honors if missing. • Keywords. Add or replace your keywords – use MESH terms so potential collaborators & mentees find you via the search. • Websites. Add relevant websites, e.g. My NCBI, BMC, etc. • ORCID. Add your ORCID https://orcid.org/, if missing via the “BU ORCID Interface” button at https://www.bu.edu/orcid • DEIA. OPTIONAL. On the DEIA tab, add a Diversity, Equity, Inclusion and Accessibility statement and activities. See FAQ for assistance. BU Profiles FAQ DEIA • Mentoring. Add your mentoring words. See mentoring in the FAQ section for more. The roles are defined here. • Social media. Consider adding professional videos, curriculum, social media. E.g., Linked in; Research gate; twitter/SlideShare/YouTube videos; etc. • Assistance. Vlachos, Jim jvlachos@bu.edu can help you with your BU profiles if editing it is challenging. • Drop in sessions: BU Profiles Drop-In Q&A Sessions • Noneditable sections of BU Profiles include: ○ Added by BUMC OIT from SAP data: Position/title information; Office address ○ Added by BUMC OIT; Media mention ○ Faculty registers ORCID with BU ○ Pulled automatically from SAP daily: Degree information; Phone numbers: Section/Department admins enter data into SAP ○ Media Mentions are added by BUMC IT, which they receive from BU Public Relations & BMC Communications’ Office ○ Research: Pulled from NIH REPORTER, BU OSP, BMC: For Other send to bumchelp@bu.edu

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How can I avoid publishing in a predatory or fake journal or joining the editorial board of a predatory journal?	• Be aware that predatory, bogus journals exist, as noted by editors & members of the International Committee of Medical Journal Editors (ICMJE).⁶ • BU Alumni Medical Library hosts predatory publishing resources. • 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: Statement on Article Publication Resulting from NIH Funded Research Avoiding fake journals and judging the work in real ones Think Submit Check • Beall publishes Beall's List of Predatory Publisher • Also, determine a journal's impact factor. Avoid publishing in journals with low impact factors: ○ Cite Factor Impact ○ Global Impact Factor ○ Journal Impact Factor
Funding	
How do I list my funding?	• Download and follow the CAMED model CV format. • Include years, grant number, funding agency, Cost, and your role. • Divide into current & past.
How do I depict costs of grants?	• List Total Cost of the grant (over the total grant period) • If the grant is a subcontract, list the total cost of the grant and the cost of the subcontract • For long running grants, list the current funding period (typically 4-5 years), not the entire grant duration
What if my research is unfunded?	• 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.
How do I recover prior costs of grants?	• You can obtain information about the cost of previously funded grants from sponsored programs or from NIH Reporter. • NIH Reporter contains information for on research projects funded by the NIH as well as the Centers for Disease Control and Prevention (CDC), Agency for Healthcare Research and Quality (AHRQ), Health Resources and Services Administration (HRSA), Administration for Children and Family (ACF), and U.S. Department of Veterans Affairs (VA). https://reporter.nih.gov/
What about training grants?	• T32 & NIH loan repayments could go under Grant's • They could also go under honors or training. • Location on CV is not critical since FAP committee knows about these types of grants.
What are the resources available to me to help me be promoted?	
What if I think I am ready for promotion, & my supervisor disagrees?	• 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. • You may also submit your CV to the Faculty Affairs office for a review and second opinion. CAMedfao@bu.edu

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What are the resources for faculty to advance their careers?	• 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 • Clinician Educator Leadership Program: providing 0.10 FTE for the academic year to enhance CE's ability to conduct rigorous educational program design, evaluation, and scholarly dissemination accompanied by 0.075 RVU forgiveness for BUMC Faculty* • Early-career: A 9-month structured, longitudinal program for faculty that includes peer, functional, and career mentoring on scholarly projects, accompanied by 0.25 RVU forgiveness for BUMC Faculty* • Marcelle M. Willock, MD, Faculty Development Program strongly encourage applications from candidates who bring unique perspectives and experiences that contribute to advancing excellence in medicine and health sciences. A longitudinal 10-month program • Mid-career Faculty Leadership Program: A year-long intensive longitudinal mid-career faculty development program accompanied by 0.075 RVU forgiveness for BUMC Faculty* • BUMC Leadership Program: An academic year longitudinal for faculty who are interested in pursuing leadership in academic medicine and understanding the complexities of navigating careers for women leaders • Narrative Writing Program: Academic year longitudinal program designed to provide faculty with the opportunity to develop narrative skills and writing confidence • Seminar series: Annually ~24 seminars on research, clinical, educational, diversity, leadership, and academic advancement topics • National Center for Faculty Development & Diversity. BU is a member of the NCFDD, a nationally recognized, independent organization providing online career development & mentoring resources • Career planning/CV reviews • BMC Quality Improvement Hub: Resources to support QI culture • BU Medical Group has a guide to resources available for BUMG Faculty success *Up to the benefits cap
What are the resources available to support the careers of faculty conducting research?	Clinical & Translational Science Institute=CTSI • BU Profiles: CTSI searchable mentoring database via networking platform • Please see the CTSI site for Support for Research
What other ways can I improve my Curriculum Vitae?	
How can my CV communicate my impact?	Your CV should tell the story of your career and areas of focus/passion • 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).

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Formatting	BU CAMEd Faculty Affairs Office Faculty Appointments & Promotions Criteria, Guidelines and Forms • Please download and use the CAMEd 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: • 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	If table spans >1 page, for ease of reading, please: • To have header row appear at top of each page: ○ 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: ○ Select <i>entire table</i>; Select <i>Table Properties</i>, Select <i>Row</i>; uncheck <i>Allow row to break across pages</i>
Chronology	• Please be consistent. • The BU CV format is to list all items chronologically from oldest to newest.
Typos	• Please spell check your CV
Organization	• 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. <i>American Cancer Society</i> <i>American College of Really Important Science</i>
When should I update my CV?	• 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.
Boston University Chobanian and Avedisian School of Medicine	
How do I handle the CAMEd name for roles & awards received prior to 2022?	ALL School of Medicine references should be changed to BU Chobanian & Avedisian School of Medicine regardless of year conferred or active. E.g., <i>Boston University Chobanian & Avedisian School of Medicine, Boston, MA</i> 2016 Educator of the Year
How do I denote my appointment if I have 2 departments or sections	• One should denote that one appointment is secondary. E.g., Academic Appointments: <i>Boston University Chobanian and Avedisian School of Medicine</i> 8/2016-present Assistant Professor of Pediatrics (secondary appointment) 4/2016-present Assistant Professor of Medicine

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What are the typical times at rank and for unmodified titles the typical # of publications?	
Modified ranks	The modified clinical prefix title is for faculty whose primary responsibility is patient care, with outstanding clinical skills and teaching or mentoring BU Chobanian & Avedisian SM students at BU Chobanian & Avedisian SM or affiliated institutions for a minimum of 40 hours per year. • Clinical Associate Professor generally requires at least 8 years as an assistant professor. • Clinical Professor generally requires 8 to 15 years as a clinical associate professor. Veterans Affairs. For those at Veterans Affairs (VA) who are interested in submitting grants thru BU/CAMED are eligible for affiliate faculty appointment. Hopefully, once grant funded, this researcher will sponsor CAMED students' research. Per Hee-Young Park, email 10/3/2023 Context of an earlier promotion? • Earlier promotion for modified track would be considered if the faculty was assistant professor or even instructor at another institution for number of years. Rationale for ~8 years: • Since modified track is based more on teaching/service, rather than scholarly productivity, there will not be lot of room for early consideration other than noted above. • 8 yrs was discussed & approved by CAMED Executive Committee after the discussion. Key rational is that unmodified promotion tends to take 7-8 yrs so shorter yrs in rank for modified promotion did not make sense. Moreover, it encouraged faculty to go up as modified.
How do I Feature Military Service?	
How do I highlight my military contributions?	Additional Training: • Add any medical training received in the military such as the combat causality care course, field medical training, flight medicine, etc. Hospital Appointments or Other Employment: • Place current reserve medical unit and position. Honors: • Place medals, unit citations, ROTC scholarships, Health Profession Scholarship recipient etc. Major Administrative Responsibilities: • Place military administrative duties, instead of institution place unit. Departmental, School and University Committees: <i>Hospital, City, State</i> • Place military unit committees Teaching Experience and Responsibilities • Place training programs here, for example lectures to medics, nurses or soldiers on field medical care etc. Major Committee Assignments: • Place any state or national wide military assignments such as involvement in mass causality exercises.
Can I have a confidential Consult about my readiness for promotion?	
What if I disagree with my Chair/Chief/A&P committee about my readiness for promotion?	• If you email your CV to the Faculty Affairs Office CAMedfao@bu.edu for a confidential review of your readiness for promotion, and how to strengthen your application. The office will only inform other faculty members of her assessment at your request.

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Have other questions?	
Can I appeal if my section, department chair or department FAP, CAMEd FAP, or the University President rejects my promotion?	• Yes-faculty can appeal the decision at each level. See BU Faculty Handbook-Section D: • 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 CAMEd FAP committee or the Assistant Provost for Faculty Development. • Your Department FAP committee may also provide useful feedback and advocacy if appropriate.
How can I learn more about the FAP process?	You may find the complete guidelines for CAMEd Appointments & Promotions and the forms you need at BU CAMEd Faculty Affairs Office Faculty Appointments & Promotions Criteria, Guidelines and Forms
Your questions not addressed?	• 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 Faculty Affairs Office CAMedfao@bu.edu, CAMEd or Emelia J Benjamin, MD, ScM, Associate Dean, interim for Faculty Development, BU CAMEd, emelia@bu.edu or BUMC, FDD bumcfdd@bu.edu

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