



PROMOTION

PATH TO SUCCESS

to

ASSOCIATE PROFESSOR

Anca Dobrian PhD FAHA

Vice Dean for Faculty Affairs and Professional Development

Meet our Team!

Faculty Affairs

- **Christine Boswick**
Director for Faculty Affairs
- **Maura Murphy**
Faculty Affairs Manager
- **Apple Tarves**
Faculty Affairs Specialist

Professional Development

- **Judith Taylor-Fishwick** Director Professional Development and Director Fine Family of Educators
- **Rebecca Brocus**
Educational Design Specialist

Wellness

- **Dr. Richard Handel** Institutional Wellness Officer

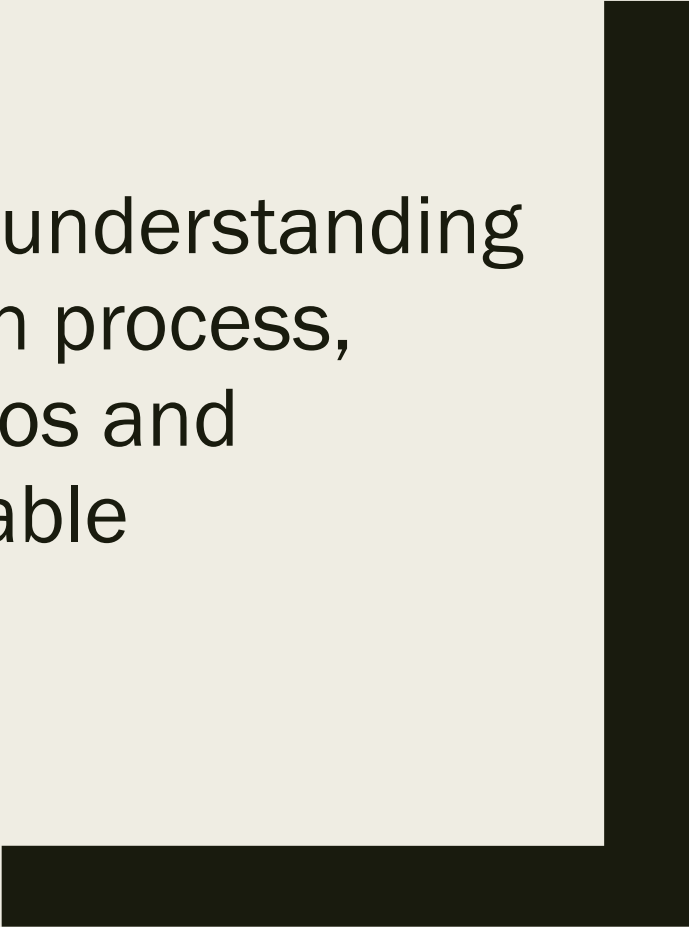
Administration

- **CJ Steines**
Executive Administrator
- **Asia Beck**
Administrative Assistant



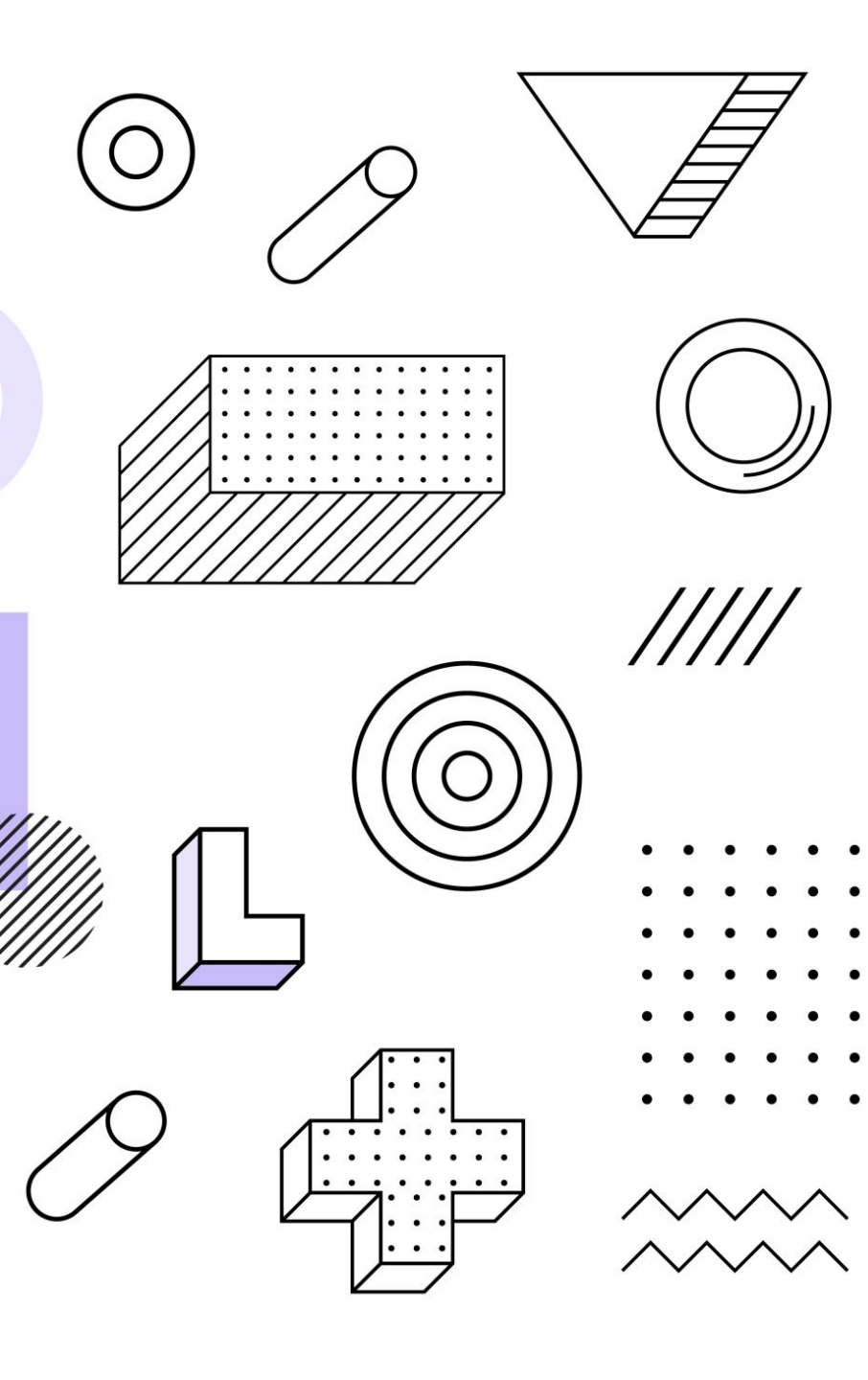
GOAL

Provide a basic understanding
of the promotion process,
building portfolios and
resources available



What will you learn?

- General Strategies
- Process
- Criteria for promotion
- Building promotion documents
- Barriers to success
- Resources



SHOULD I APPLY AND WHEN?

Am I expected to apply for promotion?

YES, All faculty are expected to work toward academic promotion

What is the general timeline?

Promotion to Associate Professor generally requires 4-6 years

When is the best time to start thinking of promotion?

Ideally, at the time of appointment to your current rank



HOW SHOULD I START?

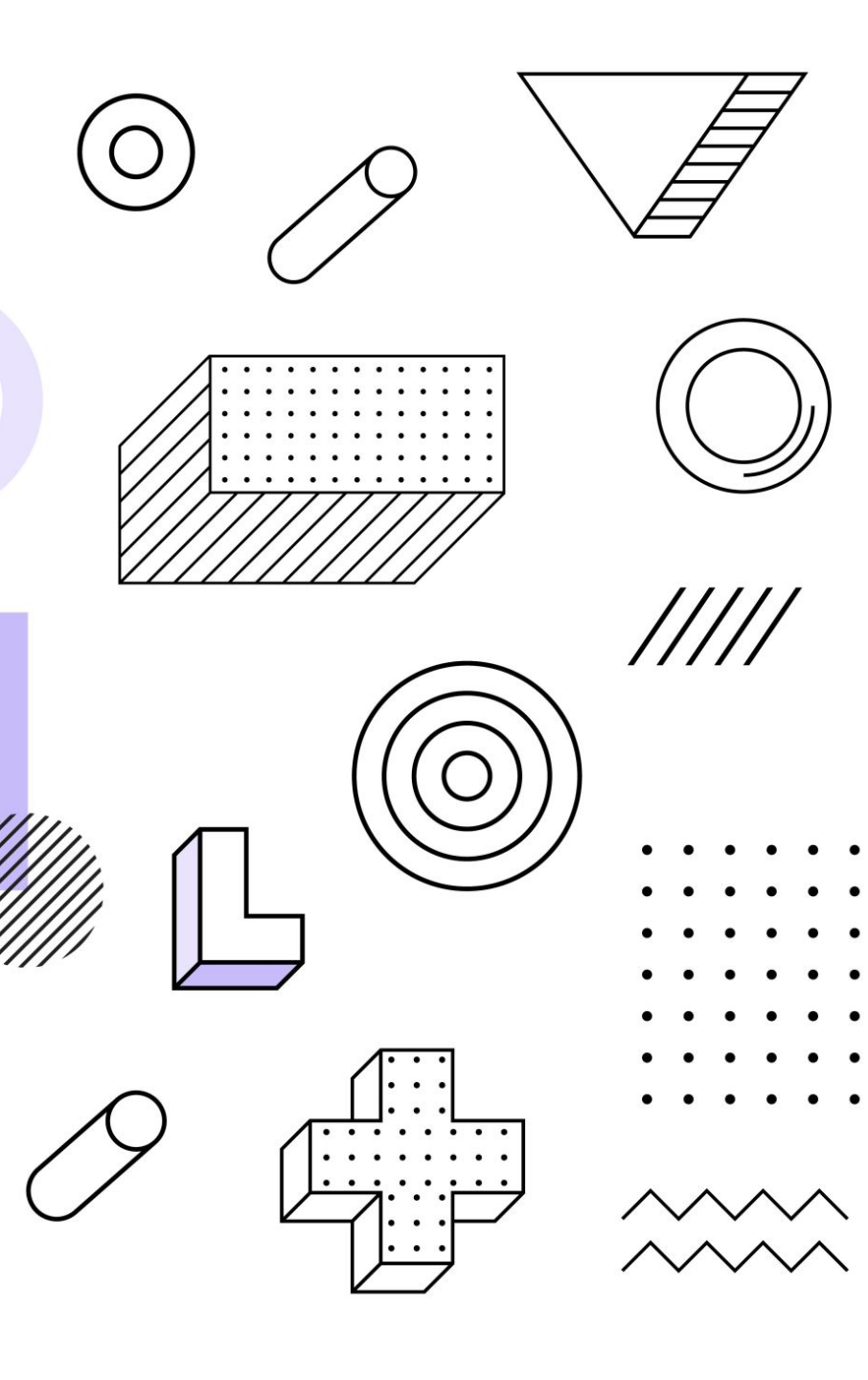
Read and understand criteria for promotion:

- Faculty Handbook (website)
- Workshops for promotion
- Discussion with FAPD

Know your departmental A&P committee

Meet with your direct supervisor

Meet with your Chair

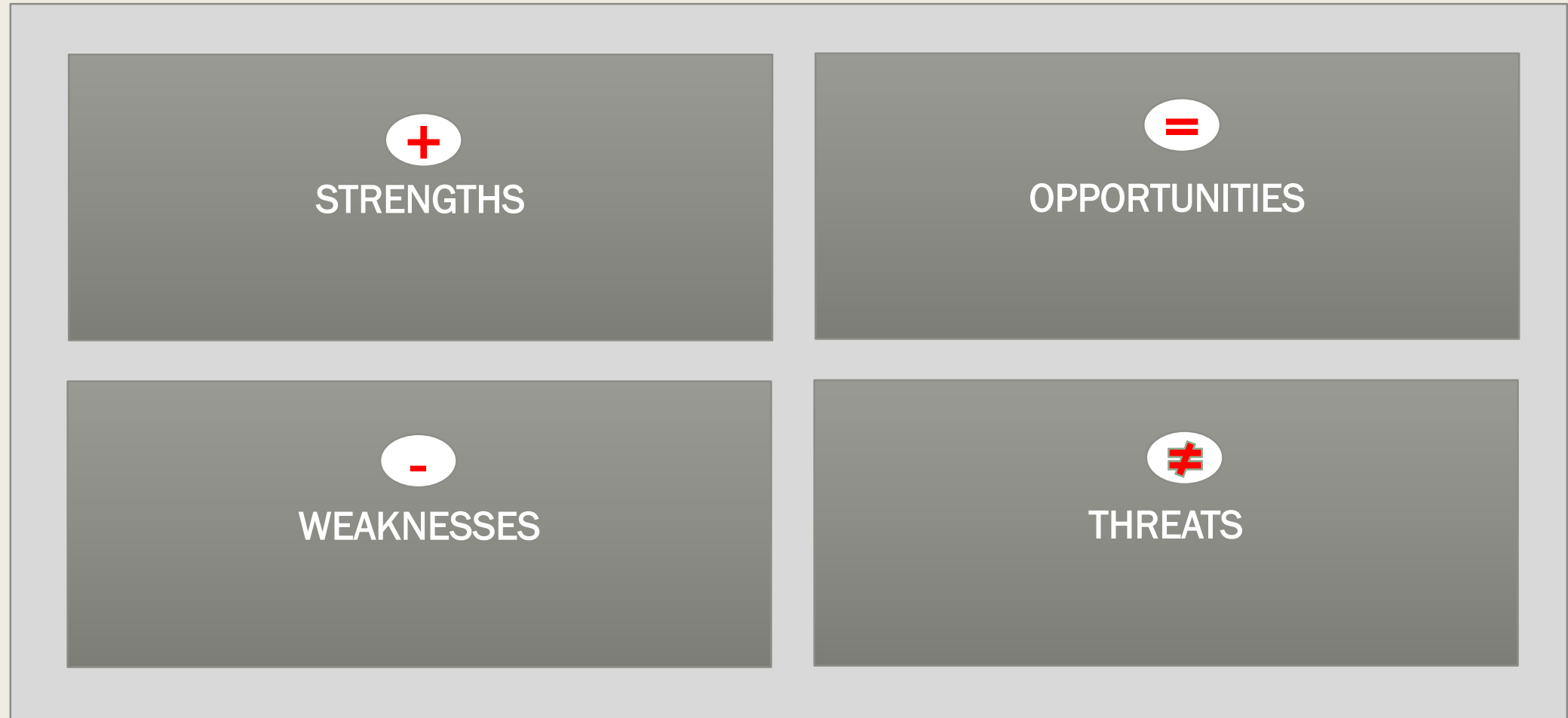


HOW SHOULD I START?

In the meeting with your Chair:

- *Make sure that you understand expectations*
- *Negotiate for alignment between institutional goals and personal goals*
- *Develop an individual career plan (supervisor)*
- *Identify resources and ask for support*

Think strategically – promotion is a process



TRY TO FILL UP AND PERIODICALLY UPDATE THIS “SWOT” DIAGRAM!!!
This should also help with your career development plan

Tactical Tips

Find a
mentor/coach
sponsor

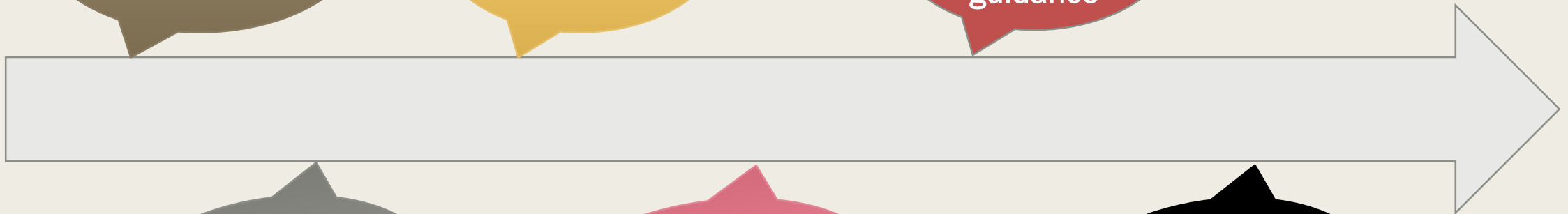
Talk to your
Chair!!!!

Contact
Faculty
Affairs for
guidance

Get familiar with
criteria for promotion

Craft and follow a
personal career plan

Maintain an updated
CV and portfolio





What did I learn?

- ✓ General Strategies
- **Process**
- Criteria for promotion
- Building promotion documents
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- Resources

Process – General Outline

Trigger: Annual Appraisal with Chair (April-June)

Chair is proposing promotion in rank

Communication with FAPD office (July)

Phase I – Department Level (July-November)

- Internal A&P Committee notified
- Pre-screening by internal A&P Committee – Outcome
 - Letter of intent
 - Updated CV
 - Suggested referees for external letters of recommendation
- Chair received in writing recommendation “Go/No Go”
- Candidate builds promotion package
- Internal A&P committee reviews package
- Department administrator/Chair sends requests for external and internal letters of recommendation
- Package sent to FAPD
 - for full time faculty deadline November 30
 - for community faculty on a rolling base

Process – General Outline

Phase II – Institutional Level (November- June)

- Package reviewed by FA Director and revisions implemented
- Package distributed to reviewers – members of the Institutional A&P Committee
- Committee meets monthly from September-June
- Full committee review and vote
- Recommendation for promotion communicated to Department Chair
- Recommendation for promotion made to the Dean, President, Provost (needs approval)
- Recommendation for approval to Board of Visitors (meeting 4 times/year)
- Final decision communicated in BOV minutes (public)
- Promotions take effect starting July 1



DEPARTMENTAL AND INSTITUTIONAL A&P COMMITTEES

Departmental Committees

3-5 faculty members at rank of
Professor/Associate Professor

Institutional A&P Committee (Dean Standing Committee)

Chair and Vice-Chair
at least 19 members

- representation of basic science, clinical and SHP faculty
- gender balanced

Current Chair: Eric Feliberti, MD, Professor of
Surgery

Overview of the review process

- Dossier assigned to two committee members by Chair, Vice-Chair in consultation with FAPD
- Reviewers matched with candidate profile
- Primary and secondary reviewers present to the full committee
- Dossiers are discussed and a vote is taken in person or electronically (hybrid format meetings)
- Simple majority for voting

- All members sign confidentiality agreements

- Reviewers make some general recommendations that are shared with Chairs in the notification letter
- The domain scores are shared with the candidates



What did I learn?

- ✓ General Strategies
- ✓ Process
- **Criteria for promotion**
- Building promotion documents
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REVIEW FALLS INTO 4 DOMAINS

Teaching

Research/Discovery

Clinical Accomplishments

Administrative and Service



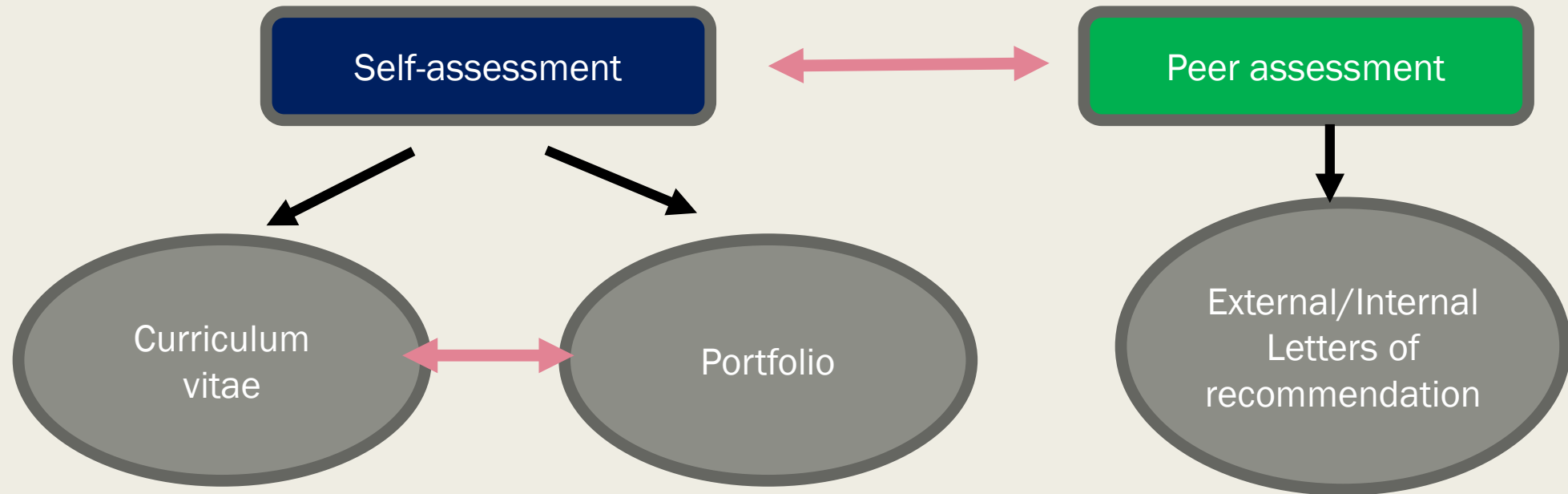
Key documents that are reviewed

CURRICULUM VITAE (COMPREHENSIVE
CURATION)

ACADEMIC PORTFOLIO (IMPACT)

LETTERS OF RECOMMENDATION

Promotion packet



Criteria for review – Impact rankings

Impact ranking fall under 3 levels:

1- competent

2 - meritorious

3- excellent

Promotion to Associate Professor will require a **sum of impact rankings of four, in at least two domains** (teaching, clinical care, research/discovery and administration/service).

Promotion would be considered with domain rankings of:

- 3 in one domain and a 1 in another
- 2 in two domains
- 2 in one domain with a 1 in two others
- 1 in four domains would not be considered adequate for promotion

Local and regional recognition

Competencies - what is in the numbers?

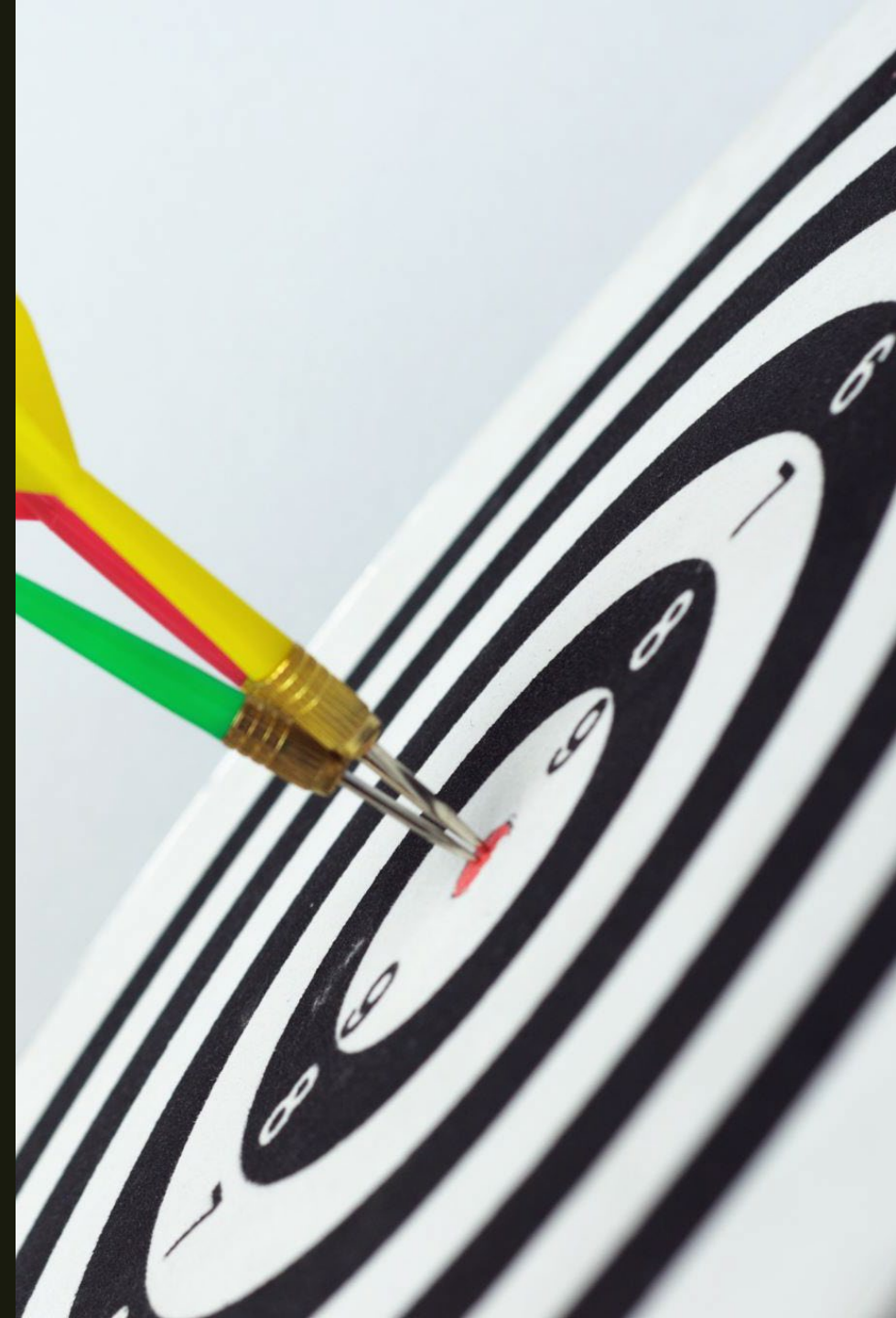
Level 1. These activities should be recognized locally as being **competent**.

Level 2. These activities should be recognized locally or regionally as being **meritorious**.

Level 3. These activities should be recognized regionally, nationally or internationally as **excellent**.

**TO “SCORE” IN A GIVEN LEVEL YOU HAVE TO
HAVE MULTIPLE ACTIVITIES AT
RESPECTIVE LEVEL OF COMPETENCY**

**ACTIVITIES HAVE TO BE SUSTAINED AND
CONSISTENT OVER TIME**



A FEW EXAMPLES ON DOMAINS

Comprehensive description in faculty handbook posted on
EVMS website

https://www.evms.edu/media/evms_public/departments/faculty_affairs/EvmsFacultyHandbook.pdf

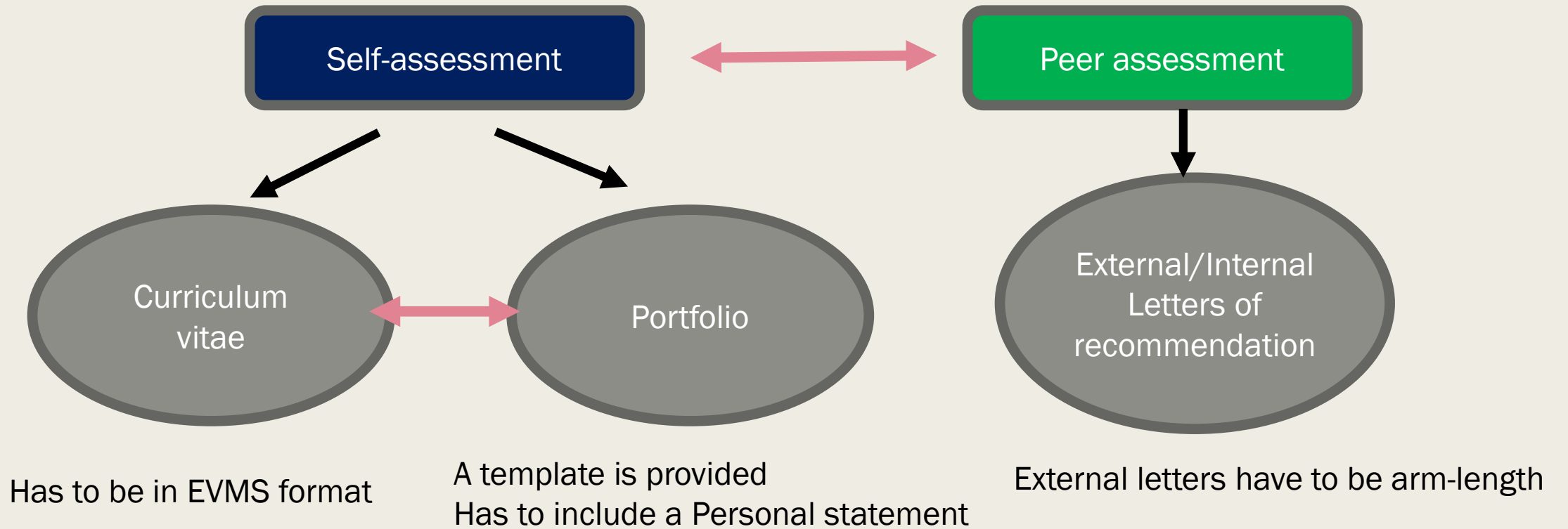
(pages 37-46)



What did I learn?

- ✓ General Strategies
- ✓ Process
- ✓ Criteria for promotion
- **Building promotion documents**
- Barriers to success
- Resources

Promotion packet



What's in a Portfolio..?

Teaching	Research	Service
Collection of materials that document teaching performance and how a faculty member works to be a more effective educator.	Collection of materials that document research performance.	Collection of materials that document service performance.
Teaching philosophy Teaching responsibilities Teaching methods Educational activities Educational leadership/committees Mentoring activities Evidence of teaching excellence Medical education research Personal education development	Research philosophy Research responsibilities Research leadership/committees Mentoring activities Evidence of research excellence Research presentations and manuscripts Personal research development	Service philosophy Service responsibilities Quality assurance Service leadership positions Service committee membership Mentoring activities Evidence of service excellence Personal educational development

Educator Portfolio

Content

- **Teaching philosophy** (role as a teacher, theory of learning, characteristics of good teachers)
- Listing of **intramural teaching activities**: e.g., formal courses/lectures/CME, teaching rounds, problem-based learning sessions, seminars, journal club leadership, editorial assistance to students, supervision and advising students or others, preparation/administration of board exams, evaluator for clinical examinations
- Listing of **extramural teaching activities**: visiting professorships, invited lectures and educational presentations at regional/national meetings, development of patient educational materials
- **Assessment of teaching**: summary of or reference to student evaluations, peer evaluations, departmental reviews, letters of support (solicited or not solicited)
- **Awards** for teaching/medical education
- **Activities undertaken to improve teaching**; Membership on committees

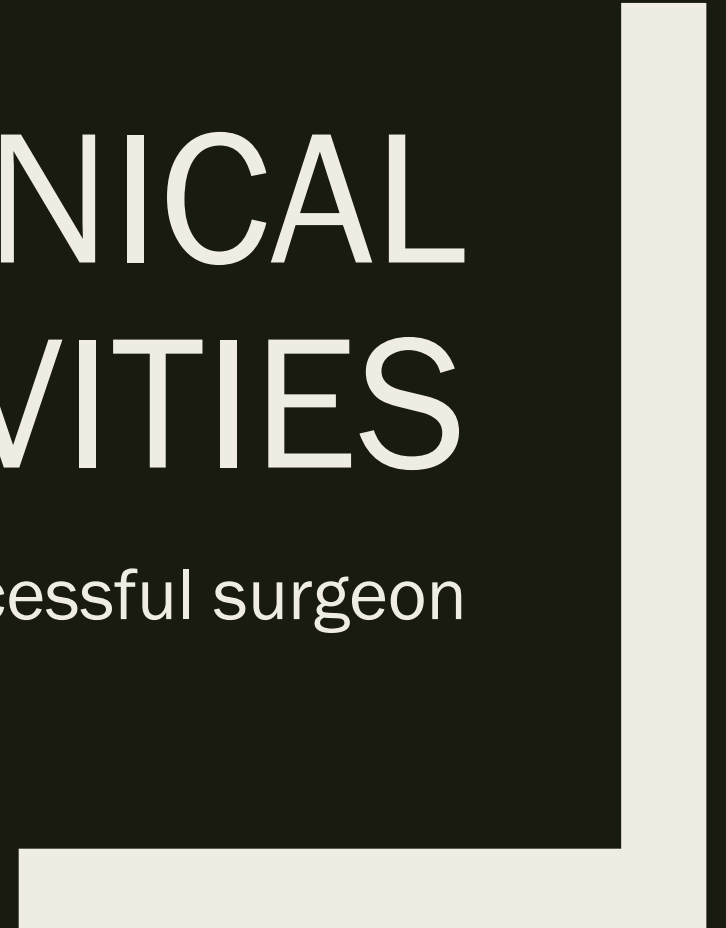
Appendix: evaluations, lecture notes, syllabi, published papers, multimedia support

Tips for writing narrative

- Lean heavily on EVMS guidelines for promotion for examples of activities
- Organize into local, regional, and national activities within each pillar
- Identify your area of strength, and focus regional and national activities there if there appears to be overlap
- Make references back to your CV

EXAMPLE OF CLINICAL ACTIVITIES

From a successful surgeon



Clinical Activity examples

- Number of patients seen, patient satisfaction scores, RVU's above target/national norm
- Director of Elective General Surgery service – how many patients seen, complexity of patients
- Top Doctor recognitions
- Indigent care examples/hours committed

Clinical National activities

- Associate Board Examiner (American Board of Surgeons)
- Moderator on Clinical Topics at National meetings – include topics, approx number of attendees
- National meetings speaker on clinical topics
- Invited grand rounds speaker nationally
- Research on clinical topics presented at national meetings

Education Activity examples

- Associate PD Surgery, prior PD Critical Care
- Surgical Director Sentara/EVMS Center for Simulation, ACS Accredited Education Institute
- Curriculum development – include role, who is using curriculum, what platform etc
- Collaborations (with whom, topic, impact)
- Educational responsibilities for residents, students – clarify roles
- EVMS committees – Med Education, Student Progress

Education National activities

- PI of multi-institutional grant to study secondary task, presented at several national meetings
- Development of multidisciplinary handoff curriculum, presented nationally and published in Journal for Healthcare Quality
- ASPIRES committee writing national exam for all incoming interns for surgery nationally

Education National Activities

- ACS mentor program matching young practicing surgeons with senior ACS
- Development of Speed mentoring, matching 100 residents and fellows with practicing surgeons
- Journal reviewer
- National talks on mentoring, work/life balance

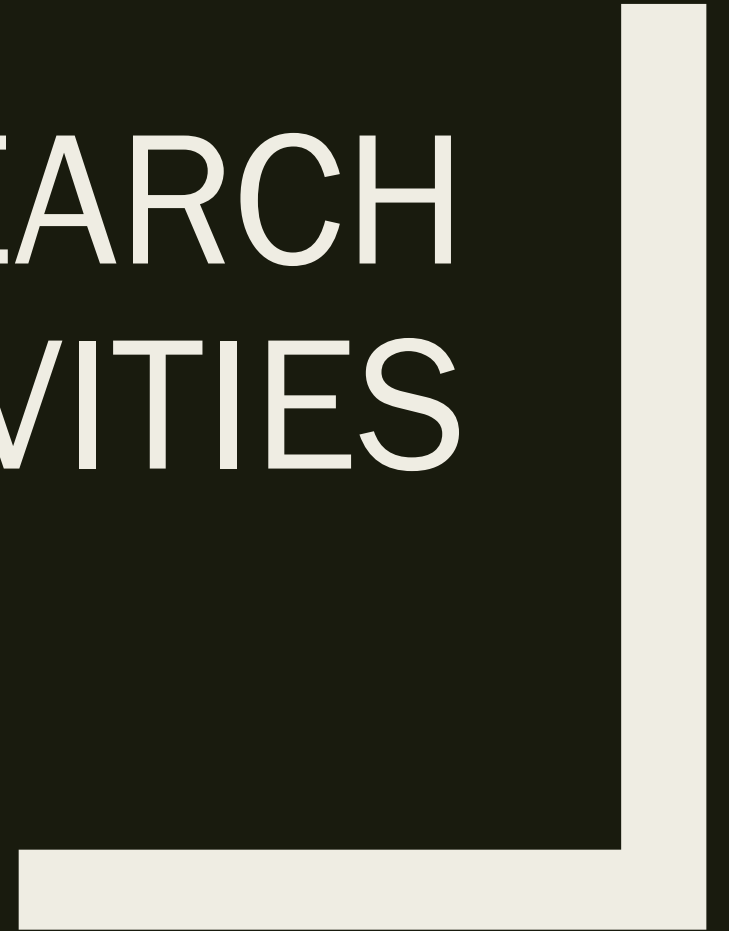
Leadership and Administration

- Multiple EVMS and Sentara committee membership
 - *Find committee that interest you, be an active participant, volunteer to lead on committee*
- Local awards including EVMS Presidents Faculty Award for Excellence 2015, EVMS/Sentara Endowed Chair for Academic Leadership Advancement

Leadership regionally and nationally

- President and long-time council member VA ACS, Chair regional committee on Applicants
- ACS multiple committees, leadership roles
 - *YFA, Mentoring Programs, Advisory Council General Surgery*
- Southeastern Surgical President-elect, multiple committees and leadership roles

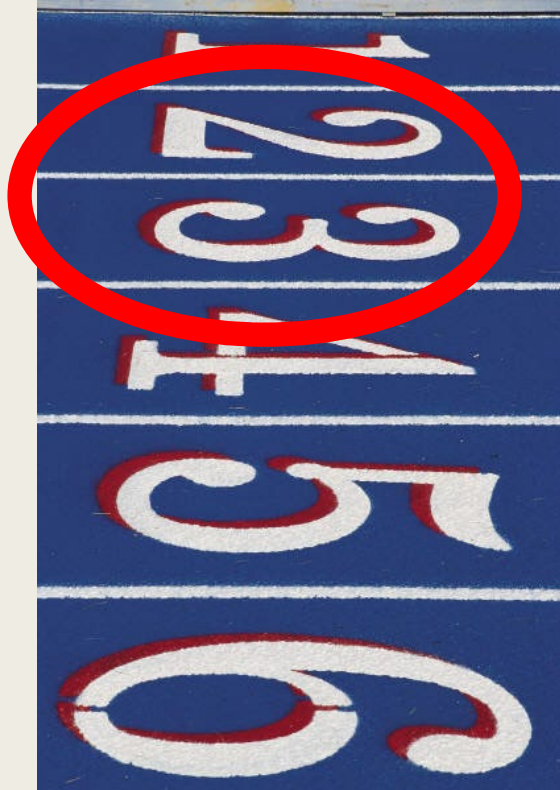
EXAMPLE OF RESEARCH ACTIVITIES



We will consider two different scenarios:

- Research is your area of strength and have most allocated time**
- Research is not your major strength and have less allocated time**

Research is your area of strength and have most allocated time



You have to score at least a “2” for Associate Professor!!!

You need to establish and prove reputation at:

- local/regional level (for a “2”)
- national/international level (for a “3”)

Scenario 1: Research is your major area of strength

Aim to:

- establish relationship with regional/national leaders in your field
- get involved with reviews, grants/papers
- make sure you have regional/national reputation established/documentated by:
 - ◆ successful funding
 - ◆ publications
 - ◆ invitations to speak/present at conferences
 - ◆ invitations to speak for seminars
- mentoring of students

Scenario 2: Research is not your primary activity

Aim to:

- establish collaborations with colleagues that have active labs internal/external
- co-author publications
- be co-I or collaborator on grants
- apply for smaller grants
- mentor students (if you have an active lab) or co-mentor students

**Examples from my own application
(Research 35%, Education, 50%, Administration 15%)**

Funding

CV

Portfolio

Current Grant Applications

Principal Investigator	% effort	Title	Grant Period	Total amount (Direct costs)	Source of funding
Anca Dobrian (PI)	10%	Extracellular vesicles miRNAs as mediators of sleep fragmentation effects on diabetes and liver disease progression	3/1/19-12/31/21	\$ 300,000	Department of Defense
Anca Dobrian (PI)	8%	Investigating adipose tissue microvesicles as a link between obesity and vascular dysfunction	4/1/18-3/31/20	\$154,000	American Heart Association
Jerry Nadler (PI) Anca Dobrian (Co-I)	5%	Validation of Small Molecule 12-lipoxygenase Inhibitors in Metabolic Disease	10-1-15-9/30/20	\$998,916	NIH-NIDDK
Rebecca Caffrey (PI) Anca Dobrian (Co-I)	8%	Acceleration of Commercialization of the DIAMOND Mouse Model of NASH	3/1/17-9/1/18	\$600,000	VBHRC
Senthil Rajasekaran (PI) Anca Dobrian (Advisory group)	3%	Engaging Students in Educational and Practice Transformation: High-Value Care and Wellness in the CareForward Curriculum	12/8/15-8/31/19	\$75,000	American Medical Association

3. Contribution to understanding the link between obesity and cancer

The most recent focus of my lab, starting in 2015, is to understand the link between obesity and certain forms of epithelial cancers such as breast and prostate cancer. To achieve this goal we engaged in a **collaborative effort** with Dr. John Semmes' lab at EVMS. Our hypotheses explore the mechanistic contribution of extracellular vesicles produced by adipose tissue vasculature in obesity on epithelial to mesenchymal transition and metastasis of prostate cancer and breast cancer. Our **early results are very exciting and suggest** that an inflammatory signature of the vascular endothelium in the obese adipose tissue is carried via extracellular vesicles and promote a metastatic phenotype in prostate and mammary tumors.

Impact: Although this work was not yet published, we do have 1 manuscript submitted and 1 manuscript in preparation. We had 1 international oral presentation, 2 national/regional oral presentations and 4 local presentations. We secured 1 extramural grant from CHRB and 1 grant from the Women's and Infant Health Grant at EVMS as well as a nearly-funded Department of Defense grant (scored excellent at 1.9) that is in the process of re-submission.

Peer-reviewed publications

Articles with ## are Science Citation Classics (quoted over 100 times)

* indicates corresponding author

\$ indicates co-first author

Researchgate score 34.84 (November 2017); in top of 7.5% of all Researchgate members

43. Cunnion KM, Krishna NK, Pallera HK, Pinos-Fernandez A, Rivera MG, Hair PS, Lassiter BP, Huyck R, Clements MA, Hood AF, Rodeheaver GT, Cottler PS, Nadler JL, **Dobrian AD***. [Complement Activation and STAT4 Expression Are Associated with Early Inflammation in Diabetic Wounds](#). PLoS One. 2017 Jan 20;12(1):e0170500. doi: 10.1371/journal.pone.0170500. PMID: 28107529.

44. **Dobrian, AD***, Ma, K., Glenn, LM., Hatcher, MA., Haynes, BA., Lehrer, EJ., Kaplan, MH., Nadler, JL. Key role of STAT4 deficiency in the hematopoietic compartment on insulin resistance and adipose tissue inflammation. Mediators of Inflammation. 2017;2017:5420718. doi: 10.1155/2017/5420718. PMID:28400678

45. Nadler, J.L., Glen, L.A, **Dobrian, A.D.**, Waseem, T., Hattler, J.B., Nurieva, R., Kaplan, M., Galkina, E.V. STAT4 regulates CD8+Treg/Tfh cell axis and promotes atherogenesis in insulin-resistant Ldlr^{-/-} mice. J Immunol. 2017 Nov 15;199(10):3453-3465. doi: 10.4049/jimmunol.1601429. PMID: 29055004

This paper was featured on the cover of J. Immunology

46. **Dobrian, A.D***, Huyck, R., Glenn, L., Gottipati, V., Haynes, B.A., Hansson, G.I., Marley, A., McPheat, W.L., Nadler, J.L. Activation of the lipoxygenase pathway accompanies metabolic decline in db/db pre-diabetic mice. Prostaglandins Other Lipid Mediat. 2018 Mar 29;136:23-32. doi: 10.1016/j.prostaglandins.2018.03.003. PMID:29605541

47. Haynes, B.A, Huyck, R.W., James, A.J., Carter, M.J. Gaafar, O.U., Day, A.M., Pinto, A., **Dobrian, A.D.** * Isolation, Expansion, and Adipogenic Induction of CD34+CD31+ Endothelial Cells from Human Omental and Subcutaneous Adipose Tissue. J Vis Exp 2018 17;(137) doi: 10.3791/57804. PMID:30080200

48. Haynes, B, Huyck, R., Lehrer, E., Cimring, J., Hatcher, M., Turner, J. M., Nicholas B., Catravas, J. Yang, L-F., Correll, V., Dutta, S., Archer, D., Semmes, J., **Dobrian, A.D. ***. Endothelial to mesenchymal transition contributes to adipose tissue endothelial dysfunction in obesity. Arterioscler. Thromb. Vasc. Biol., 2018 (under revision).

49. **Dobrian, A.D.**, Morris, M.A., Taylor-Fishwick, D.A., Holman, T.R., Imai, Y., Mirmira, R.G., Nadler, J.L. Role of the 12-lipoxygenase pathway in diabetes pathogenesis and complications. Pharmacology and Therapeutics, 2018 (submitted).

50. Pepper, I., Vinik, A., Lattanzio, F.A., McPheat, W.L., **Dobrian, A.D.** Ancestral alignment of the endocannabinoid system to defend against the modern metabolic disease rampage . Br. J. Pharmacol 2018 Frontiers in Diabetes (in preparation).

Below are highlights of my research achievements. Please see my attached CV and Appendix B for verification and further details.

Publications:

Since the beginning of my research career, I have published 42 peer-reviewed papers and **20 were published since I was promoted to the rank of Associate Professor**. Of the 20 papers, I am corresponding author on 12 works with many of these appearing in premier journals such as Diabetes, Journal of Endocrinology, JCEM, PlosOne. Of the 8 works on which I am contributor, some are also published in first tier journals such as *Aging Cell*, and Trends in Endocrinology and Metabolism. Two manuscripts are also currently in peer review. I was also invited to contribute to 6 book chapters, based on my expertise in metabolic diseases, **3 as Associate Professor**. For number of citations and impact please see Appendix B.

They have to complement each other!!!

Student Advisory Committees (PhD, Research Masters and Biotechnology Masters)

Student	Status	Dr. Dobrian's role	School	Years
Ian Pepper	PhD candidate	Thesis Committee, Member	EVMS	2017-present
Kevin Kanda	Research Masters	Thesis Committee, Member	EVMS	2017-present
Maimoona Bhutta	PhD candidate	Faculty Advisor	EVMS	2017-present
Herbert Smith	Research Masters	Faculty Advisor	EVMS	2016-2017
Omnia Gaafar	Biotech Masters	Fullbright Thesis Advisor	EVMS	2017-present
Naomi Hiethfield	Research Masters	Thesis Committee, Member	EVMS	2016-present
Melanie Watson	Biotech Masters	Internship Advisor	EVMS	2016
Jessica Burkett	PhD candidate	Thesis Committee, Member	EVMS	2016-present
Brook Williams	PhD candidate	Thesis Committee, Member	EVMS	2016-present
Elizaveta Svyatova	PhD candidate	Thesis Committee, Member	EVMS	2015-present
Nicole Cox	Research Masters	Thesis Committee, Member	EVMS	2015-2016
Ashley James	Research Masters	Thesis Committee, Chair	EVMS	2015-2016
Bronson Haynes	PhD candidate	Thesis Committee, Chair	EVMS	2013-present
Chih-Iris Wu	Research Masters	Thesis Committee, Member	EVMS	2011-2012
Liang Yu	PhD	Thesis Committee, Member	EVMS-ODU	2008-2012
Casey Roberts	PhD	Thesis Committee, Member	ODU	2010-2015
Matthew Butcher	PhD	Thesis Committee, Member	EVMS	2009-2015
Anne-Olivia Chabriol	Research Masters	Thesis Committee, Member	EVMS	2007-2009
Christine Powers	Research Masters	Thesis Committee, Member	EVMS	2007-2008
Shamina Mitchell	PhD	Thesis Committee, Member	EVMS	2007-2012
Chunhua Li	PhD	Thesis Committee, Member	EVMS	2006-2011
Anita Smith	PhD	Thesis Committee, Member	Medical College of Georgia	2003-2006
Steven Brooks	Research Masters	Thesis Committee, Chair	EVMS	2003-2005
Marta Ambrozewicz	PhD	Thesis Committee, Chair	EVMS	2003-2009
Mayumi Machida	PhD	Thesis Committee, Member	EVMS	2002-2006
Nune Markosian	PhD	Thesis Committee, Member	EVMS	2002-2008

Mentoring Medical Students and Medical Masters Research (EVMS)

Student	Status	Role	Funding	Training period
James Reed	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2017
Matthew Freedman	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2017
Sudarshan Mohan	MM	Research Assistant	Volunteer	May 2017-present
Michael McGeagh	MM	Research Assistant	Volunteer	September 2016-May 2017
Meghan Carter	M1	Summer Intern	Volunteer	May-August, 2016
Robert Neubauer	M1	Summer Intern	Volunteer	May-August, 2016
Justin Cimring	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2016
Omran Alsalahi	MM	Summer Intern	Volunteer	May-October, 2016
Giann Bhatt	MM	Research Assistant	Volunteer	September 2014-April 2015
Kevin Yoon	M1	Summer Intern	Volunteer	April-July, 2015
Bryson Kemler	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2015
Eric Lehrer	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2015
Vijay Gottipati	M1	Summer Intern	Volunteer	April-Sept 2014
Hatcher Cox	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2014
Aye Myo Sabai	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2012
Aye Myo Sabai	M4	Research Elective	M4 clerkship	October-December, 2014
Justin Drake	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2012
David Junkins	M1	Summer Scholar	CHKD Summer Scholarship	May-August, 2012

4. Advising/Mentoring

Since 2001, when I was appointed Research Assistant Professor at EVMS I mentored **76** undergraduate students, PhD and Masters' graduate students, medical students, post-doctoral fellows and junior faculty colleagues, **54 as Associate Professor**. Please see a comprehensive list in my CV as well as letters from former students and mentees in Appendix A. Below is a summary of my mentorship record with a few comments and highlights.

- In the lab I have mentored 13 students during lab rotations, as well as research staff **10 as Associate Professor**. I also mentored 2 post-doctoral fellows, one of which, Liliya Yamaleyeva is an Assistant Professor at Wake Forest University and a successful researcher in the vascular research area (also see letter in AA)
- I have mentored summer scholars from the CHKD program, **6 as Associate Professor**. This was the largest number of scholars mentored by any basic science faculty, according to Dr. Kaethe Fergusson, Associate Professor and Co-Director for Summer Scholar Program (see letter under "Internal Letters" section). I also mentored 11 summer undergraduate students, **7 as Associate Professor** including students from the StepUp NIH-NIKKD undergraduate research program for minorities (Candice Artis, Norfolk State University) and a Monroe Scholar from the College of William and Mary that is now an M1 EVMS student (Elizabeth Pogrebniak) as well as students from EVMS undergraduate summer scholarship program (SPUR). *Please note that all these fellowships are awarded following competitive peer-review of both the student and the mentor.*
- I was on the student advisory/thesis committee for 14 PhD students, **10 as Associate Professor**. I have been the Chair and advisor for 2 PhD students. Marta Ambrozewicz, my former PhD student is currently Assistant Professor at EVMS and the module director for Heart, Lung and Kidney module of the CareForward Curriculum. Please note that I am currently **on 50% of the committees of all the PhD students** in the biomedical sciences program.
- I was on the student advisory committee (thesis and non-thesis) for 11 Masters' of Science and Biotechnology Masters, **8 as Associate Professor**, of which I have been Chair for 3. I am currently on the **advisory committees for 40% of our Master's of Science students** in the biomedical graduate program.
- I am currently mentoring 3 junior faculty colleagues from Eastern Virginia Medical School, Jones Institute and Hampton University.



LETTERS OF
RECOMMENDATION
ARM-LENGTH VS
NON ARM-LENGTH

External Letters have to be arm length

Arm's Length Letters of Recommendation

External referees may not have a significant relationship with the candidate and must have the ability to write a non-biased letter that speaks to the candidate's background, work and standing in the field.

Arm's length letters are defined as those from external referees **who are NOT:**

- the candidate's dissertation or thesis chair or mentor
- the candidate's coauthor or collaborator on publications or grants
- a family member of the candidate or a personal friend of the candidate

External Letters have to be arm length (cont'd)

However, it is acceptable for an external referee to be a professional acquaintance. A “**professional acquaintance**” is defined by circumstances where the candidate and the external referee know each other from a professional society or association or from participating together on a panel, chairing meetings or from sharing a similar research interest.

Examples of *acceptable levels of acquaintance*:

- Served on an association committee together
- Served on NIH study sections
- Met at a conference or chaired a conference or sections of a conference
- Served on a panel together

Internal Letters are usually non-arm length

Non-Arm's Length Letters of Recommendation

Non-arm's length letters are letters written by a referee who knows the candidate personally (e.g. through mentoring relationships, co-employment relationships in the same school or institute, joint publications, or joint grants).

Examples of non-arm's length relationships:

- Present or past colleague, student, postdoctoral fellow, faculty member, co-practitioner, etc.
- Past mentor
- Collaborator (joint publications, grants, etc.)



What did I learn?

- ✓ General Strategies
- ✓ Process
- ✓ Criteria for promotion
- ✓ Building promotion documents
- **Barriers to success**
- **Resources**

Success occurs when opportunity meets preparation

Actively seek opportunities to:

- Collaborate
- Find mentors
- Find sponsors
- Develop professionally
- Serve

Prepare:

- Start early
- Understand expectations
- Know guidelines
- Have a professional development plan
- Know what resources you need to succeed
- Work with your Chair



RESOURCES

Resources

Reference Materials:

Faculty Affairs and Professional Development website

- Faculty Handbook
- Guidelines for promotion

Departmental Appointment and Promotion Committees

Professional Development opportunities

- PEG grants
- Fine Family of Educators
- Workshops and seminars (with opportunity for networking)

Institutional Mentoring Program – COMING SOON!!! Fall 2023
opportunities to be a mentor and/or a mentee

Reach out to our Team!

Faculty Affairs

- **Christine Boswick**
Director for Faculty Affairs
- **Maura Murphy**
Faculty Affairs Manager
- **Apple Tarves**
Faculty Affairs Specialist

Professional Development

- **Judith Taylor-Fishwick** Director Professional Development and Director Fine Family of Educators
- **Rebecca Brocus**
Educational Design Specialist

Wellness

- **Dr. Richard Handel** Institutional Wellness Officer

Administration

- **CJ Steines**
Executive Administrator
- **Asia Beck**
Administrative Assistant



Thank you!!!



PARTNER WITH US
FOR YOUR
CAREER SUCCESS

Faculty Affairs and Professional
Development team