



Paving the Pathway to Promotion for Educators: Creating Clarity and Transparency



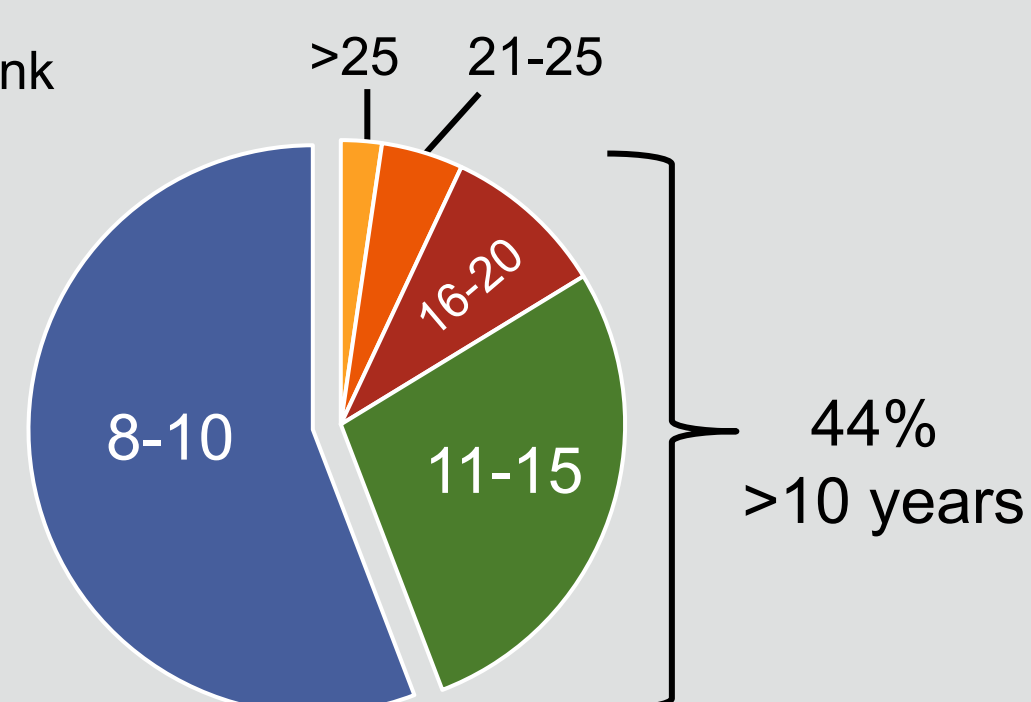
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BACKGROUND

- In 2021, 21% of full-time Assistant Professors in the Norton College of Medicine at SUNY Upstate Medical University had been at rank >7 years

- Of the 86 extended-time Assistant Professors, nearly half had been at rank for >10 years



Years at Rank for Extended-Time Assistant Professors

- Faculty survey revealed 4 main reasons for delay:



Confusing Process



Not Meeting Criteria



Lack of Motivation



No Administrative Support

- Promotion based on excellence in education is particularly confusing and few faculty choose this route

- 21% of faculty have an education focus
- only 5% of promotions over the past 5 years have been based on excellence in education

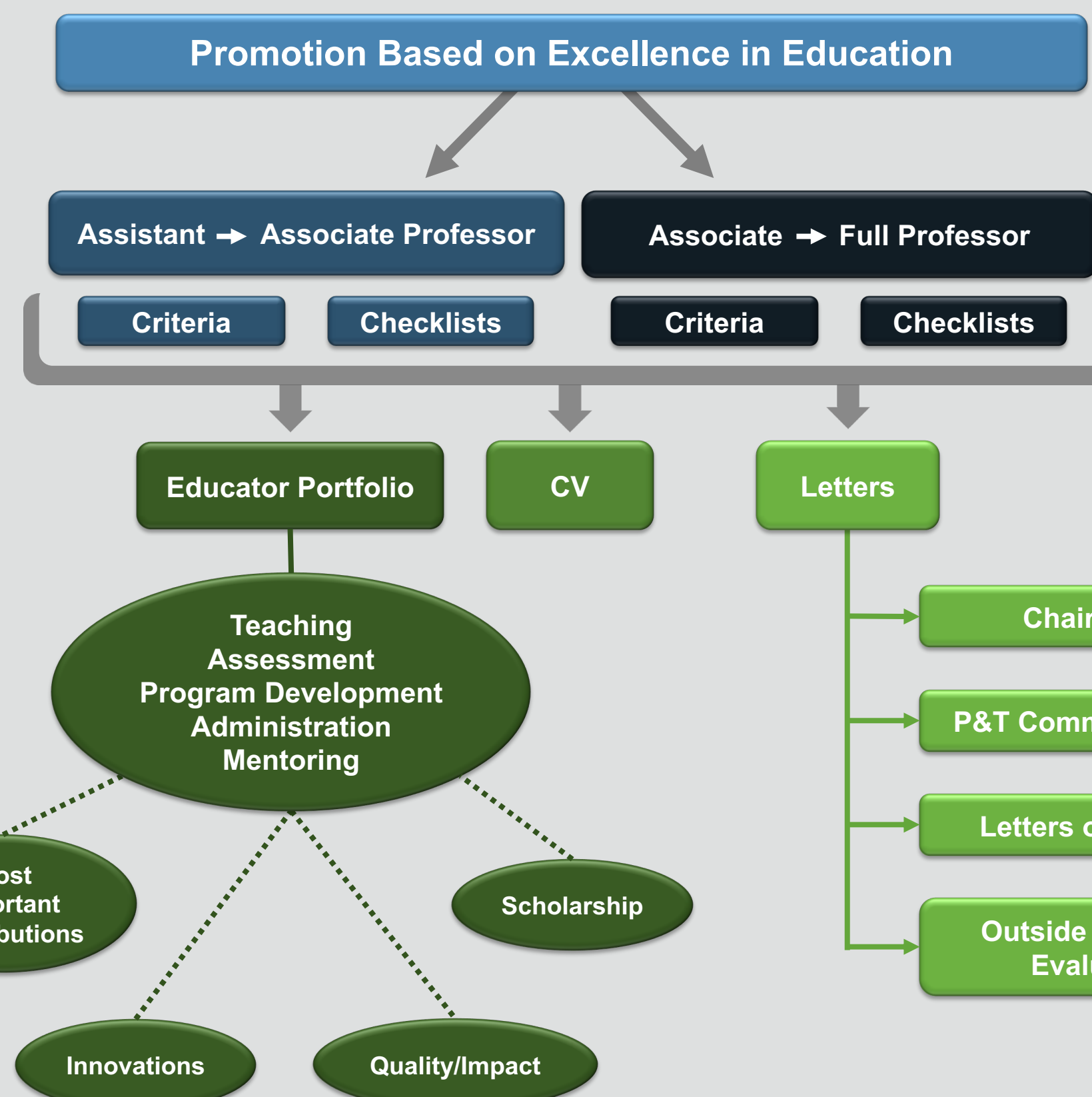
PURPOSE

- To streamline process of preparing for promotion based on excellence in education
- Create easy-to-use webpage with step-by-step instructions for faculty and promotion committees that include:
 - Streamlined and consistent documents clarifying criteria
 - Templates for educator portfolio and CV
 - Templates for requesting letters of support and letters of evaluation
 - Instructional videos

METHODS & APPROACH



- Identify main areas of confusion in process of promotion based on excellence in education
- Create easy-to-follow visual framework for promotion
- Create new templates and checklists for promotion documents
- Seek feedback from stakeholders and refine templates and checklists
- Organize templates and checklists in a single easy-to-navigate webpage that includes the visual framework, step-by-step instructions, and clear explanations of documents



PROGRESS TO DATE

- Created visual framework for webpage
- Aligned promotion criteria documents with associated promotion checklists to insure consistency and decrease confusion
- Developed Educator Portfolio template that highlights criteria used for promotion - applicable for all faculty, not just those seeking promotion based on excellence in education
- Refined Educator Portfolio based on feedback from various stakeholders (COM Promotions Committee, Office of Faculty Affairs, and Academy of Upstate Educators)
- Created and led Educator Portfolio workshop for COM Pathway to Promotion series, which was well-received

NEXT STEPS

- Improve existing templates for letters required for promotion process
- Upload new documents to webpage within Faculty Affairs domain that offers step-by-step guidance for promotion based on excellence in education and provides a central location for all documentation and templates
- Develop instructional videos on:
 - Criteria for Promotion based on Excellence in Education
 - Educator Portfolio
 - Letters Required for Promotion

FUTURE DIRECTIONS

The number of faculty promoted based on excellence in education and their time in rank prior to promotion will be monitored over the next several years to determine if the new webpage is effective. In addition, feedback on workshops, videos, promotion documents and templates will be used to guide further refinements.

ABSTRACT: 2022 ELAM Institutional Action Project

Project Title: Paving the Pathway to Promotion for Educators - Creating Clarity and Transparency

Name and Institution: Margaret M Maimone PhD, SUNY Upstate Medical University

Collaborators and Mentors: Ann Botash MD, Chris Morley PhD, MA

Topic Category: Faculty Development

Background, Significance of Project: A 2021 review of faculty rank in the Norton College of Medicine at SUNY Upstate Medical University revealed that 21% of full-time assistant professors had been at their rank well beyond the usual 6 years, with 13.5% at rank ≥ 10 years. A faculty survey revealed a variety of reasons for the delays including: confusion about the process, not meeting criteria, lack of motivation, and no administrative support for the process. One area identified as particularly confusing for both faculty and departmental promotion committees was promotion based on excellence in education. Although 21% of faculty have an education focus ($\geq 25\%$ effort), only 5% of faculty promotions over the past 5 years have been based on excellence in education. Clarity in the criteria and process for promotion based on excellence in education is needed to reduce barriers and improve the timely promotion of faculty to higher ranks.

Purpose/Objectives: The goal of this project is to streamline the process of preparing for promotion based on excellence in education by creating an easy-to-use website with step-by-step instructions that include streamlined documents clarifying the criteria and a variety of templates that make it easy to produce supporting documentation. In addition, the website will include training videos to guide both faculty and departmental promotions committees.

Methods/Approach/Evaluation Strategy:

- Seek input from the COM Promotions Committee and the office of Faculty Affairs on the content and organization of the educator portfolio (complete)
- Develop an educator portfolio template that highlights criteria used for promotion (complete)
- Create an educator portfolio workshop for the COM Pathway to Promotion series (complete)
- Develop an instructional video on the educator portfolio template (in progress)
- Align promotion criteria documentation with checklists for promotion so they are internally consistent (complete)
- Improve templates for the various letters required for the promotion process (in progress)
- Develop a training video for tenure and promotion committees about the criteria used when promoting faculty based on excellence in education (in progress)
- Develop a webpage within the Faculty Affairs domain that offers step-by-step guidance for promotion based on excellence in education and provides a central location for all documentation and templates (in progress).

Outcomes/Results: The goal is to get more faculty promoted based on excellence in education in a timely fashion; therefore, the number of faculty promoted based on excellence in education and their time in rank will be monitored to determine if the new webpage is effective. In addition, feedback on workshops, videos, promotion documents and templates will be used to guide further refinements.

Discussion/Conclusion with Statement of Impact/Potential Impact: Clarifying the process of promotion based on excellence in education will reduce barriers to seeking promotion, reduce frustration, and improve faculty job satisfaction and sense of worth to the institution.