

How to be Promoted in the DOM at Mount Sinai

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Why is promotion important?

- You most likely deserve it; be recognized for it!
- Increased pay, base and retirement benefits
- Academic rank speaks for itself – at MSH and at academic centers worldwide
- Senior rank may be helpful in some leadership or committee positions
- Grant-in-Aid!!!

Grant-in-Aid

- Educational support of natural or legally adopted dependent children up to age 28 years, who are pursuing a full-time course of study leading to a baccalaureate, masters or doctoral degree.
- Associate Professor: \$10,000/year x maximum of 8 years. Max \$80,000.
- Senior Associate Dean or an Associate Dean: \$11,000/year x maximum of 8 years. Max \$88,000.
- Dean, Professor: \$11,000/year x unlimited number of years.

Steps to be promoted

1. Identify your track
2. Update your CV (Mount Sinai format)
3. Obtain support of your Division Chief
4. Submit promotion materials to DOM Appointments and Promotion Committee
5. Submit list of reviewers and be approved by Dean's A and P Committee

**ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI
COMPARISON OF REQUIREMENTS ACROSS FACULTY TRACKS**

	INVESTIGATOR	CLINICIAN &/OR EDUCATOR	CLINICAL PRACTICE	RESEARCH	VOLUNTARY
OVERVIEW	For faculty whose principal efforts involve innovation and discovery. May be career academic scholars or subject area experts who have done ground-breaking work outside academia.	For faculty who spend a significant part of their professional activities in clinical practice and/or education, and whose scholarship is focused in these areas.	For physicians who devote most of their professional activities (at least 90%) to clinical practice, clinical administration, clinical teaching. Scholarship not required.	For scientists who are key members of a research team, provide essential support to multiple investigators or a Shared Resource Facility (SRF), or direct an SRF.	For uncompensated physicians who make a wide range of clinical, educational, administrative and research contributions to the Mount Sinai
SCHOLARSHIP	Dissemination of findings is central to success, including publishing in peer-reviewed journals of excellent quality.	Successful dissemination of scholarly information (many forms acceptable)	Conventional scholarly output is not a requirement, although can be considered.	Advancement requires increasing evidence of scholarship, e.g. through publications, presentations	Scholarly achievement through a variety of venues is highly valued.
RESEARCH	For promotion, both traditional academic scholars and those originally from industry need extramural grant support, especially peer-reviewed, e.g., from NIH	Encouraged. May range from bench to translational to clinical, may be individual or team research, and ideally results in scholarly output.	Not required in this track, although participation in clinical trials viewed favorably.	Not expected to have independent research program, but should play defined, key role in acquisition of grant funding for programs.	Research and pursuit of funding encouraged, e.g., in development of innovative procedures
CLINICAL CARE	Clinicians in this track should demonstrate excellence in patient care and investigation relating to care.	Excellence in clinical practice, with growing reputation for clinical expertise over time	Excellence providers of patient care and/or related clinical excellence are key.	Not expected.	Clinical excellence and peer recognition
TEACHING	Excellence as teachers, role models, mentors	Integrate excellent teaching into the clinical practice of medicine or as a central part of duties if a scientist	Contributions as teachers will be favorably reviewed, and are expected at higher ranks.	Not required.	Excellence as educators of students and residents on-campus and/or at private offices
SERVICE	Increasing service and leadership over time in administrative and policy-making functions of the institution and the broader scientific and medical communities.	same	same	same	same

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI CLINICAL PRACTICE TRACK – CRITERIA ACROSS RANKS

**Eligibility for this track requires that at least 90% of effort is dedicated to clinical/clinically related activities.*

	ASSISTANT PROF.	ASSOCIATE PROFESSOR	PROFESSOR
OVERVIEW	<ul style="list-style-type: none"> Board certification or equivalent. Demonstrated commitment to excellence in clinical care, clinical administration and other clinical activities. Ability to expand breadth/volume of practice over time. 	<ul style="list-style-type: none"> Excellence in clinical care Excellence in teaching a plus Reputation – Recognized within MSHS community and region for excellence Active participation in department and institutional committees. 	<ul style="list-style-type: none"> Record of outstanding performance as Master Clinician Exemplary teacher Reputation – Nationally recognized for contributions to organization/delivery of care Substantial leadership roles in clinical care
Quality	<ul style="list-style-type: none"> Superior clinical competence Clinical excellence recognized by MSHS physicians and other metropolitan area physicians (especially evidenced in patient referrals) 	<ul style="list-style-type: none"> Excellent performance on quality metrics Established reputation among MDs and other health professionals in MSHS and in region Increasing volume of cases reflecting expanding referral base. 	<ul style="list-style-type: none"> Superior performance on quality metrics Widely perceived as outstanding Master Clinician; at MSHS, recognized as significant leader in own area of expertise Resource within and beyond region for defining quality and standards of practice
Patient Satisfaction	<ul style="list-style-type: none"> Compassionate and expert care Positive patient survey feedback 	<ul style="list-style-type: none"> Growing patient base that includes both new patients & established panel of loyal patients High grades on patient surveys 	<ul style="list-style-type: none"> Outstanding level of patient satisfaction Highest ratings on patient satisfaction surveys
Innovation	<ul style="list-style-type: none"> Demonstrate receptivity to new techniques and methods of thinking to incorporate into practice 	<ul style="list-style-type: none"> Integrate advances in field into clinical practice May show evidence of new approaches that she/he developed that have proven successful or have potential to improve patient care 	<ul style="list-style-type: none"> Ongoing incorporation of latest practice standards into provision of excellent care Creating/building clinical programs widely known for innovation/excellence a plus Introduction of new techniques/devices, or their adoption by others a plus
Service	<ul style="list-style-type: none"> Involvement in MSHS committees and external professional organizations 	<ul style="list-style-type: none"> Increasingly active role in department and MSHS, including committee service; leadership a plus Participation/leadership in professional organizations a plus 	<ul style="list-style-type: none"> Leaders in departments. Prominent committee roles in dept and MSHS Leadership in professional societies
Teaching	<ul style="list-style-type: none"> Those who teach should be recognized as excellent mentors and educators by their peers and students 	<ul style="list-style-type: none"> Increasing teaching and mentoring Lectures and panel participation at other schools/organizations a plus Public/patient education a plus 	<ul style="list-style-type: none"> Proven success as role models and mentors Invitations to lecture, participate in panels at national level a plus Public/patient education expected

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI

CLINICIAN AND/OR EDUCATOR TRACK SUMMARY

This track is appropriate for clinicians with scholarly output as well as for educators in either clinical or basic science departments.

Titles	Criteria	Term of Appointment	Notice of Non-Reappt.	Tenure	Remarks
Assistant Professor	Commitment to excellence in clinical practice and/or education, with ability to integrate teaching and scholarship into activities	Term of appointment is one, two or three years, at Chair's discretion. No limit on number of reappointments permitted.	Minimum 6 months notice		Chair may recommend promotion to Associate Professor at any time.
Associate Professor	Local and regional recognition. Significant achievement in clinical care, teaching, scholarship, service to Mount Sinai	Term of appointment is one, two, three, four or five years. No limit on the number of reappointments permitted.	before term end date for 1 or 2 yr terms; Minimum one-year notice on terms > 2 years	Under exceptional circumstances, can be considered for tenure.	Appointment and promotion to this rank require review by institutional Committee on Appointments, Promotions and Tenure. Chair may recommend promotion to Professor at any time.
Professor	Regional and national recognition. Outstanding performance as clinicians and/or teachers. Significant leadership roles. Scholarship related to clinical discipline or teaching.	Term of appointment is one, two, three, four or five years. No limit on the number of reappointments permitted.		Candidates can be proposed for tenure at the time of appointment or promotion to Professor or at any time during the term of appointment at this rank.	Given absence of "up-or-out" requirement in this track and the unlimited opportunity for reappointment, granting of tenure requires demonstration of an outstanding level of achievement, with high prospects for continued high productivity; candidates must not only fulfill, but also far exceed, the requirements for rank. APT Committee review required.

A detailed description of the Clinician and/or Educator Track is in Chapter IV of the [Faculty Handbook](#).

ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI

INVESTIGATOR TRACK SUMMARY

Titles	Criteria	Term of Appointment	Tenure	Remarks
Assistant Professor	Evidence of innovation, early career success and potential for research independence	Term can be 1,2,3 or 4 years, and is renewable up to a maximum aggregate time at rank of seven years.	n/a	Chair may recommend promotion to Associate Professor at any time. Track switching typically permitted only during first four years at rank, with track declaration required prior to recommendation for promotion.
Associate Professor	National recognition in research, innovation, and/or teaching, with widely known, original and potentially ground-breaking contributions. Promotion to this rank requires independent research program, extramural funding, significant peer-reviewed publications and increasing service and leadership within and beyond Mount Sinai. Candidates must show potential for eventual promotion to Professor.	Term can be 1, 2, 3, 4 or 5 years and is renewable up to a maximum aggregate time at rank of nine years if untenured.	Can be considered for tenure at any time. Untenured Associate Professors in Investigator Track will be considered for tenure in conjunction with the reappointment process.	Chair may recommend promotion at any time. Track switching is permitted only for compelling reasons. Appointment and promotion to this rank, as well as tenure requests, require review by institutional Committee on Appointments, Promotions and Tenure.
Professor	Broad national recognition, competitive in international arena. Scientific excellence with significant, innovative contributions to field. High impact dissemination of new concepts, techniques, methods. Promotion to this rank requires an independent research program with continuous high productivity that includes significant extramural funding and peer-reviewed publications, with service and leadership within and beyond Mount Sinai.	Term can be 1,2,3,4 or 5 years and is renewable up to a maximum aggregate time at rank of ten years if untenured.	Tenure may be proposed in conjunction with appointment/promotion to Professor in Investigator Track. Untenured Professors in Investigator Track will be considered for tenure in conjunction with the reappointment process.	Reappointment consideration for untenured Professors must take place within first five years at this rank. Appointment and promotion to this rank, as well as tenure requests, require review by institutional Committee on Appointments, Promotions and Tenure.

A detailed description of the Investigator Track is provided in Chapter IV of the [Faculty Handbook](#).

**ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI
RESEARCH TRACK SUMMARY**

Titles	Criteria	Term of Appointment	Notice of Non-Reappt.	Tenure	Remarks
Assistant Professor	Play important role as member of research team, or serve important function in departmental or institutional shared research facility.	Term of appointment is one year. No limit on number of reappointments permitted.	Minimum six months		Chair may recommend promotion to Associate Professor at any time.
Associate Professor	Recognition beyond institution. Play key role as member of research team or serve critically important function in departmental or institutional shared research facility.	Term of appointment is one, two or three years. No limit on number of reappointments permitted.	Minimum 6 months on 1 or 2 yr terms; Minimum one-year notice on terms > 2 years	Under exceptional circumstances, can be considered for tenure. Candidates for tenure must not only fulfill, but must also far exceed, the requirements for this rank and track.	Chair may recommend promotion to Professor at any time.
Research Professor	National recognition. Indispensable role as senior member of research team, interdisciplinary senior collaborator or running core facility. Creative scholarship. Important role in obtaining research funding, Teaching.	Term of appointment is one, two, three, four or five years. No limit on number of reappointments permitted.	Minimum 6 months on 1 or 2 yr terms; Minimum one-year notice on terms > 2 years	Under exceptional circumstances, can be considered for tenure. Candidates for tenure must not only fulfill, but must also far exceed, the requirements for this rank and track.	Given absence of "up-or-out" requirement in this track and the unlimited opportunity for reappointment, granting of tenure requires demonstration of an outstanding level of achievement. Candidates must not only fulfill, but also far exceed, the requirements for their rank.

A detailed description of the Research Track is in Chapter IV of the [Faculty Handbook](#).

**ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI
APPOINTMENTS AND PROMOTIONS – VOLUNTARY FACULTY**

Titles	Criteria	Term of Appointment	Notice of Non-Reappt.	Tenure	Remarks
Clinical Instructor	Excellent clinical skills, commitment to teaching	Term of appointment is one year. No limit on number of reappointments permitted.	Minimum 6 months notice of non-reappt. for one year terms;		Chair may recommend promotion to Assistant Clinical Professor at any time.
Assistant Clinical Professor	Excellent clinical skills. Local reputation as excellent caregivers. Active educators and participants in department activities.	Term of appointment is three years (exception noted in next column). No limit on number of reappointments permitted.	minimum one year notice of non-reappt. for terms > one year.		Chair may recommend promotion to Associate Clinical Professor at any time.
Associate Clinical Professor	Excellent clinician/educators whose expertise is recognized locally. Active educators. Longevity in teaching. Sustained administrative service.	Term of appointment is five years (exception noted in next column). No limit on number of reappointments permitted.	In absence of written notice from Chair of non-reappt. or reappointment, terms of reappointment will be one year in length.	Under exceptional circumstances, can be considered for tenure (for title only)	Chair may recommend promotion to Clinical Professor at any time. Appointment and promotion to this rank require review by institutional Committee on Appointments, Promotions and Tenure.
Clinical Professor	Local and regional recognition as outstanding clinician-educators who are Master Clinician role models and committed educators. Service, including leadership roles, is important. Scholarship may be through wide variety of venues.	Term of appointment is five years (exception noted in next column). No limit on number of reappointments permitted.		Can be considered for tenure (for title only) at any time, including at time of appointment or promotion to rank of Clinical Professor.	Appointment and promotion to this rank require review by the institutional Committee on Appointments, Promotions and Tenure.

A detailed description of the voluntary track is in Chapter V of the [Faculty Handbook](#).

CV Format - 1

- Appointments/Employment
- Gaps in Employment
- Education
- Certification
- Licensure
- Honors/Awards
- Patents
- Other Professional Roles

CV Format - 2

- Research Profile
- Clinical Profile
- Impact
- Grants, Contracts, Foundation Support
- Clinical Trials
- Trainees
- Teaching Activities

CV Format - 3

- Administrative Leadership
 - Internal
 - External
- Publications
 - Peer Reviewed Original Contributions
 - Other Peer Reviewed Publications
 - Invited Contributions
 - Books and Book Chapters
 - Non-Peer Reviewed Publications
- Invited Lectures/Presentations
- Voluntary Presentations (posters)
- Media Resource Educational Materials

DOM Faculty Evaluation Form

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 (All Information must be typewritten)

Candidate: _____ Division: _____ Evaluator: _____

**Associate Professor
 Clinical Practice Track**

• Clinical Care

	<i>Outstanding</i>	<i>Excellent</i>	<i>Good</i>	<i>Other or N/A</i>
OVERALL EVALUATION				
- Demonstrates excellence in clinical patient care based on general reputation as a clinician				
- Acknowledged as a clinical expert within Mount Sinai and the broader community and region				
- For generalists, evidence of a growing patient base that includes both new patients and an established panel of loyal patients				
- For subspecialists, a broad referral base indicating peer recognition as source of excellent care				

- Teaching

	<i>Outstanding</i>	<i>Excellent</i>	<i>Good</i>	<i>Other or N/A</i>
OVERALL EVALUATION				
- Recognized as an excellent teacher or mentor				
- Teaching or clinical awards				
- Presentations in clinical programs or participation on educational panels				
- Student, resident or fellow teaching assessments from course, clerkship or resident evaluations				
- Mentoring of students, residents or other health professionals				
- Service on national committees or organizations involved in education of trainees				
- Patient and community health education activities				

Comments:

- **Innovation**

	<i>Outstanding</i>	<i>Excellent</i>	<i>Good</i>	<i>Other or N/A</i>
OVERALL EVALUATION				
- Integrates scientific and technological advances into clinical practice				
- Develops new approaches that have proven successful or have the potential to improve patient care				
- Innovative clinical accomplishments, e.g., state-of-the-art clinical practice, new methods of care delivery				
- Leadership or development role in innovative clinical programs				
- Development of innovative methods for assessment of quality and outcomes				
- Multidisciplinary practice that demonstrably improves patient care				
- Involvement in clinical trials				

Comments:

- Service – Institutional or departmental citizenship

	<i>Outstanding</i>	<i>Excellent</i>	<i>Good</i>	<i>Other or N/A</i>
OVERALL EVALUATION				
- Increasingly active participant or leadership roles in departmental or institutional programs or committees, making significant contributions.				
- Participation and leadership in extramural professional organizations				
- Providing <i>pro bono</i> clinical care through local, national and international organizations				

Comments:

• Please Note: CLINICAL PRACTICE TRACK MATRIX MUST BE COMPLETED AND SUBMITTED ALONG WITH THIS EVALUATION.

Overall Assessment/ Recommendation:

Enthusiastic: _____

Borderline: _____

Not recommended: _____

Clinical Practice Matrix Form



**OFFICE OF THE DEAN
FACULTY APPOINTMENTS, PROMOTIONS AND TENURE OFFICE**

**CLINICAL PRACTICE TRACK MATRIX
ASSOCIATE PROFESSOR AND PROFESSOR RANKS**

CANDIDATE NAME: _____ Department: _____ Date: _____

Please fill in all data applicable to you, and indicate "N/A" if an item is not applicable.

Prior to joining Mount Sinai, my clinical work has been as a:

- Solo Practitioner
 Group Practice Member
 Group Practice Director
 Hospitalist
 MS Health System Employee

I. PRACTICE CHARACTERISTICS

As a supplement to the Clinical Profile you provided on your CV, describe characteristics of your practice that demonstrate your stature as a master clinician, e.g., the complexity of your caseload, clinical outcomes, partnering with other physicians to monitor patient care, etc.	
Number of years in practice	
Size of active practice, i.e., patients who return regularly for follow-up care (# of patients and current annual RVU's if available)	
New patients, i.e., number of new patients that you see weekly, monthly or annually	
Growth of practice over past five years – both number of new patients, and new patients as a percentage of your total practice. Include RVU's if available.	
In your role as a caregiver, what is the estimated average number of years that your patients have been in your practice?	
Average number of referrals you receive per year from other physicians	
Geographic reach of referrals you receive – local, tri-state, national, international – and estimated percentage of referrals that each of these geographic areas comprises	
Estimated percentage of your practice that is comprised of patients seeking second opinions	
Estimated number of times (monthly or yearly) that other physicians seek your opinion on difficult cases. Include only formal, documented consultations in this count.	

<p>If you admit patients to the hospital and provide care as the attending physician, indicate:</p> <ul style="list-style-type: none"> • Average number of patients per year • Average Length of Stay • Risk Adjusted Mortality • Discharge summaries -- % completed within 24 hours of discharge 	
Describe new approaches to medical treatment and/or prevention that you have developed for use within your practice, and the impact on patient outcomes.	
Describe new approaches to treatment and/or prevention developed by others that you have incorporated into your practice, and the impact on patient outcomes.	
If not on your CV, describe role(s) in clinical trials	
Evidence of peer recognition, e.g., Castle Connelly, New York Magazine Best Doctors, etc.	
Patient satisfaction scores, e.g., Press Ganey	

II. EDUCATIONAL ACTIVITIES

As a supplement to the educational information on your CV, list activities/outreach services that you provide as a physician, e.g., lectures to promote wellness and/or preventative medicine to community centers, schools, senior centers, etc.	
Describe mentoring that you provide to junior members of your practice, and your assessment of the impact you have had on their professional development, e.g., improvements in their practice and performance.	
Teaching of Medical Students/Residents/Fellows/Inpatient consult months - Provide evaluations from past two years. If evaluations are not available, you can invite former learners (only those you do not plan to use as a reference for your faculty application) to write letters describing their learning experience under your tutelage, and append the letters to this form.	
Attendance at Medical Meetings: CME/Grand Rounds: Provide certificates for the past two years	

III. LEADERSHIP/SERVICE

If you are a practice director, describe efforts you have made to foster practice growth and excellence, e.g., leadership meetings, consultants, clinician incentives, marketing strategies, innovative approaches to practice management.	
If not on your CV, list (with dates) elected positions or invited participation in activities of your professional societies.	

If not on your CV, list participation (with dates) on committees, and/or panels within the hospital(s) where you hold (or have held) attending status.	
Describe pro bono services that you have provided relating to your clinical practice (include dates)	
Describe your direct role in implementation of cost effectiveness initiatives or studies to improve clinical outcomes, clinical management and/or quality of care (include timeframe).	
As a member or Chair of hospital committee(s), provide examples of how your expertise as a clinical practitioner and patient advocate positively influenced decisions contributing to patient care improvements.	
Describe your role (leadership, administrative, consultant, etc.) in any mergers and/or acquisitions of smaller medical sites into larger practices or to hospital ownership, and the impact this had on your practice and the patients that you serve.	

If there is anything else you would like the committee to know, we invite you to use this space to provide this additional information.

Please email this completed form to _____ in your department within two weeks of receiving it.

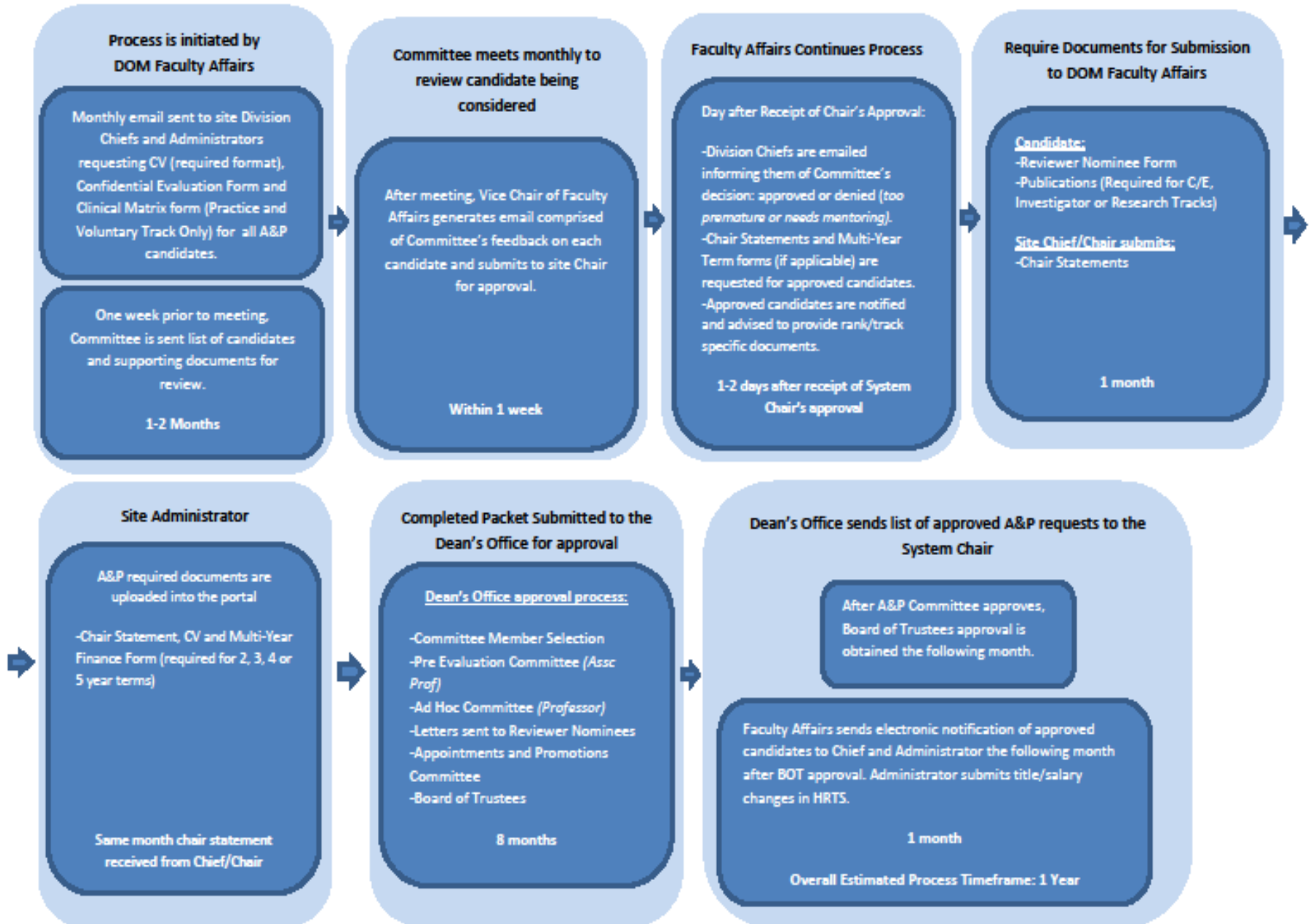
Department of Medicine

Instructor to Assistant Professor Promotion Process



Department of Medicine

Associate Professor or Professor Appointments and Promotions Process



Reviewers

	Associate Professor	Professor
Clinical Practice	6	10
Clinician and/or Educator	10	15
Investigator	15	15
Research	6	10
Voluntary	5	10

Reviewer Requirements

REVIEWER NOMINEE LIST

Associate Professor, Clinician and/or Educator (10 Reviewers)

REVIEWERS SHOULD BE:	REVIEWERS CAN NOT BE:
<p>Geographically diverse: local, regional; if possible, national. Candidate may continue to choose faculty from Mount Sinai Health System hospitals as local selections, but not from candidate's primary site.</p> <p>Experts in or sufficiently familiar with the candidate's field. They do not need to know the candidate personally.</p> <p>At the Associate Professor or Professor rank (or an equivalent senior position if reviewer is from government or industry)</p>	<p>Individuals chosen as external reviewers who were formerly employed at the candidate's current primary site within the past 4 years.</p> <p>Former Mentors</p> <p>Individuals with whom the candidate has collaborated during the past three (3) years, e.g. shared funding or published together.</p> <p>No more than two (2) reviewers from the same institution</p>

REVIEWER NOMINEE LIST

Associate Professor, Clinical Practice Track (6 Reviewers Required)

REVIEWERS SHOULD BE:	REVIEWERS CAN NOT BE:
<p>Local and regional. Candidate may continue to select reviewers from Mount Sinai Health System as local choices. Two choices must be external (outside Mount Sinai Health System & Affiliates)</p> <p>Experts in or sufficiently familiar with the candidate's field. They do not need to know the candidate personally.</p> <p>At the Associate Professor (or professor) rank, or those in senior leadership positions in their school, hospital or professional organization.</p>	<p>Individuals chosen as external reviewers who were formerly employed at the candidate's current primary site within the past 4 years.</p> <p>No more than one (1) reviewer from the same external institution</p> <p>Local selections cannot be from candidate's primary site hospital.</p>

Reviewer Requirements

REVIEWER NOMINEE LIST Associate Professor - Investigator Track - 15 Reviewer Nominees

REVIEWERS SHOULD BE:	REVIEWERS CAN NOT BE:
Geographically diverse (comprising regional and national)	Internal (ISMMS or its affiliates or former ISMMS faculty)
Recognized experts in candidate's field (or sufficiently knowledgeable of field)	Former Mentors
At the Associate Professor or Professor rank (or an equivalent senior stature if chosen reviewer is from government or industry)	Individuals with whom the candidate has collaborated during the past three (3) years (e.g. shared funding or published together)
	No more than three (3) reviewers from the same institution

REVIEWER NOMINEE LIST Associate Professor, Research Track - 6 Reviewer Nominees (min.)

Candidate's Name:

REVIEWERS SHOULD BE:	REVIEWERS CAN NOT BE:
Geographically diverse (comprising local and regional; if possible, national) - 2 selections can be internal (MSSM and/or former MSSM)	Internal selections should not be members of the candidate's primary department
Recognized experts in candidate's field (or sufficiently knowledgeable of field)	Former Mentors
At the Associate Professor or Professor rank (or an equivalent status if reviewer is from government or industry)	No more than one (1) reviewer from the same external institution

Selected Publications

	Associate Professor	Professor
Clinical Practice	0	0
Clinician and/or Educator	3	5
Investigator	3	5
Research	3	5
Voluntary	0	5

Tips for a smooth promotion

- Patience; start early!
- Keep your CV updated in Mount Sinai format.
- Clinician Educator track requires regional/national/international reputation
 - many APDs and PDs are promoted on Clinical Practice track
- Reviewers must be:
 - Associate Professor (Associate Professor, Professor)
 - Professor (Full Professors only)
- Providers within Mount Sinai system OK, but not at primary site (the fewer you have from within the Mount Sinai Health System, the better)
- OK to give reviewers heads-up that the request is coming, but not OK to follow-up afterwards (we can't tell you who has/hasn't submitted the letter of support)

Most common obstacles

- Regional/national reputation
 - Tips: get on regional/national committees
 - Ask fellows committee members to support you
- Lack of publications on Clinician-Educator track
 - Write up the abstracts in publication form
 - Case reports
 - Reviews
 - Original work
 - Book chapters

Resources

- DOM Leadership
 - Michelle Kang Kim, MD, PhD, Vice Chair, Faculty Affairs
 - Beth Raucher, MD, Vice Chair, Quality & Clinical Affairs
 - David Thomas, MD, Vice Chair, Education
 - Tonya Strickland, Administrative Director for Faculty Affairs
- Office of Academic Development and Enrichment
 - Lakshmi A. Devi, PhD, Dean for Academic Development & Enrichment
 - Elizabeth Howell, MD, Associate Dean for Academic Development
 - Ramaa Chitale, MPH, Program Coordinator

Resources

- Faculty Handbook:
<http://icahn.mssm.edu/about/faculty-resources/handbook>
- OADE Podcast episode (E1: Promotion).
- Now accessible on iTunes:
<https://itunes.apple.com/us/podcast/success-sinai/id1358317306?mt=2>> as well as on Sound Cloud <https://soundcloud.com/ismms>