

# *Increasing Promotion of Clinical Faculty in the Department of Psychiatry*

## **Beth A. Smith, M.D.**

Professor of Psychiatry & Pediatrics  
Executive Vice Chair, Department of Psychiatry  
Division Chief, Child & Adolescent Psychiatry  
University at Buffalo Jacobs School of Medicine  
Chief of Behavioral Health: Kaleida Health  
Medical Director: Children's Psychiatric Clinic

# *Explanation of the Project*

## **Background:**

- Barriers to promotion in clinical faculty
  - Heavy clinical load
  - Inadequate protected time
  - Lack of mentoring
  - Pessimism about process/meeting criteria

## **Primary Objectives:**

- Clarify and discuss drivers and barriers of promotion with faculty
- Increase promotion rates to associate and full professor in the Department of Psychiatry

# *Building a Team*

- Department of Psychiatry Promotions Committee
- Faculty promoted within the last five years
- Junior Faculty
- Chairman: Steven Dubovsky, M.D.
- Administrative Staff: Kathy Benz, Assistant to the Chair
- Jacobs School Office of Faculty Affairs
  - Suzanne Laychock, PhD and Sofia Tangalos

# Methods

- **Faculty Barriers and Drivers Survey**
  - Faculty recently promoted and Faculty not participating in promotion
- Association of American Colleges (AACSB) 2020 **Faculty Engagement Survey**
- **Promote Scholarship**
  - Engage outcomes researcher in clinical studies
  - Implement standardized clinical rating scales across clinical settings
- **Develop step by step process with resources at each step**
- **Develop and disseminate promotions SOP document**
- **Implement interventions to address barriers & facilitate drivers:**
  - Disseminate information: held one-hour informational faculty meeting, promotion now discussed at monthly faculty meeting
  - Increased clarity/consistency of the process with provision of regular oversight
  - Distribute sample personal statements to faculty; sample LORs to referees
- **Main Driver: Mentorship.**
  - Department and medical school mentorship for each faculty member

OBSTACLES	SOLUTIONS	STATUS
Limited time for clinical faculty to participate in the scholarship required for promotion	Increase opportunities to derive scholarship from clinical service <ul style="list-style-type: none"> <li>• Clinical outcomes researcher</li> <li>• Qualtrics software/standardized measures</li> <li>• Increase mentorship and advocacy</li> </ul>	Ongoing
Varied individual attitudes/values toward promotion	Promote culture of prioritizing promotion <ul style="list-style-type: none"> <li>• Recognize accomplishments/achievements</li> <li>• Cultivate mentorship network</li> </ul>	Ongoing Future Considerations: <ul style="list-style-type: none"> <li>- Incentives</li> <li>- Protected time</li> </ul>
Institutional (e.g., complexity of promotion process, pressure to increase clinical revenue)	Complexity <ul style="list-style-type: none"> <li>• Increase knowledge</li> <li>• Make available promotion resources more accessible</li> </ul> Pressure to increase clinical revenue <ul style="list-style-type: none"> <li>• Consider base salary increase</li> </ul>	Completed 2021 - needs to be ongoing  Evolving

# Project Outcomes

- Promotion Readiness Assessment
- Annual detailed summary of faculty member's goals toward promotion
  - identify areas of success, areas for growth, and goals for the upcoming year
- 3 Faculty Submitted their Promotion Dossier
  - all assistant to associate
- 3 Faculty Preparing their Promotion Dossier
  - all also assistant to associate

# *Academy Outcomes*

## **What was the impact of your project?**

- Increase junior faculty engagement in promotion
- Increase promotion in academic rank
- Continued discussion among faculty at large

## **What did you learn from the academy?**

- Increased understanding of my leadership style/leadership challenges (e.g., need to delegate more/promote others to develop their leadership skills and abilities)
- Exercise on Clarifying Personal Values: use this exercise for faculty I am mentoring (Does my work/actions mirror my values?)

## **What might you do differently leading a future project?**

- Generate enthusiasm through bottom-up project development