Some pointers on promotion from Dr. William Carson

- Look to give lectures in courses. Everything counts. Ask your divisional colleagues for suggestions and opportunities.

- Get copies of all teaching evaluations as soon as the course is over.

- Capture teaching of medical students, residents and fellows FOR EVERY YEAR BEING CONSIDERED. I will send you a dossier that does a good job of this. Take advantage of opportunities to teach skill labs and such as time permits.

- Capture mentorship to trainees even if very informal.

- Developing a course, lecture or training opportunity is viewed favorably. Look for opportunities, especially in areas where you have a special expertise and passion.

- Continue to produce 1st and last author publications. High impact is best but everything counts. The trajectory must be upward (i.e., multiple papers in the years before applying for promotion). The College P&T committee counts all publications but especially those since your hiring. Look at the number required to be promoted and do what it takes to hit that mark.

- Capture all clinical trial activity in detail. List all studies on which you are named on the IRB paperwork.

- Activity in industry-funded clinical trials counts towards the grant requirement. It is best if you are the PI or a thought leader in the trial and there is industry support. An investigator-initiated trial at OSU with limited funding is actually viewed quite favorably even if the money involved is quite low. It shows that you had an idea.

- Being a co-PI helps quite a bit. Get involved with a CCC, CCTS or Heart-Lung research group/program.

- Society grants will count towards the grant requirement.

- Inventions, patents, device trials, etc. are viewed favorably.

- OSU internal grants are important as are smaller grants in the $2,000- $10,000 range.

- Provide detail on your grants (dates, sponsor, title, purpose, your role).

- A grant that is national, competitive and peer-reviewed may be considered as an R01-equivalent in many instances. Highlight these aspects of a grant when detailing them in the dossier.

- Committee work should span the spectrum → Division, Department, College, National Organizations.

- Committee work on national committees is very important. Ask leaders in your division for suggestions, tips and introductions.

- National reputation can be made by journal article reviews (simplest), participation on a grant review study section, participation in committees of national organizations and national/international presentations. Look for opportunities and ask senior persons in your division for assistance. Also, you can "cold call" a leader of a study section or editor of a journal and often they will be happy to have you join. I have done this myself.

- Invited presentations nationally and internationally are viewed favorably. Look for these opportunities. Invite yourself over to a friend's institution and give a talk while you are there. Submit abstracts to meetings that will have a large international contingent or are being held in a foreign country that is fairly accessible (e.g., Canada).

- Start your dossier now. Print it out. See where the blanks are. Fill them in. For example, community service: Helping to coach your kid's soccer team counts. Artwork: I submitted something to the scientific art contest that is held at our cancer center annual meeting. That would go into the dossier.

- Go up to thought leaders in your field at meetings and introduce yourself. Tell them what you are doing. Send them a paper PDF when you get a good one. You will need them to write a letter for you in a few years. Schmooze or lose.

- Everything you do academically should show up on our dossier: every pamphlet, talk, mentorship moment and curbside consult should find its way onto your dossier.

- A person with a few courses taught, industry funding for just one multi-center trial they thought up, a handful of national presentations, and some committee work will get promoted **IF** they have been publishing papers. So keep writing.

Revised 01/21/2020