Promotion & Tenure Workshop
Tenure-Accruing Track

Panelists:

Jane Johnson, PhD, Philip Shaul, MD
and Lance Terada, MD

Moderator

Helen Yin, PhD

November 17, 2015

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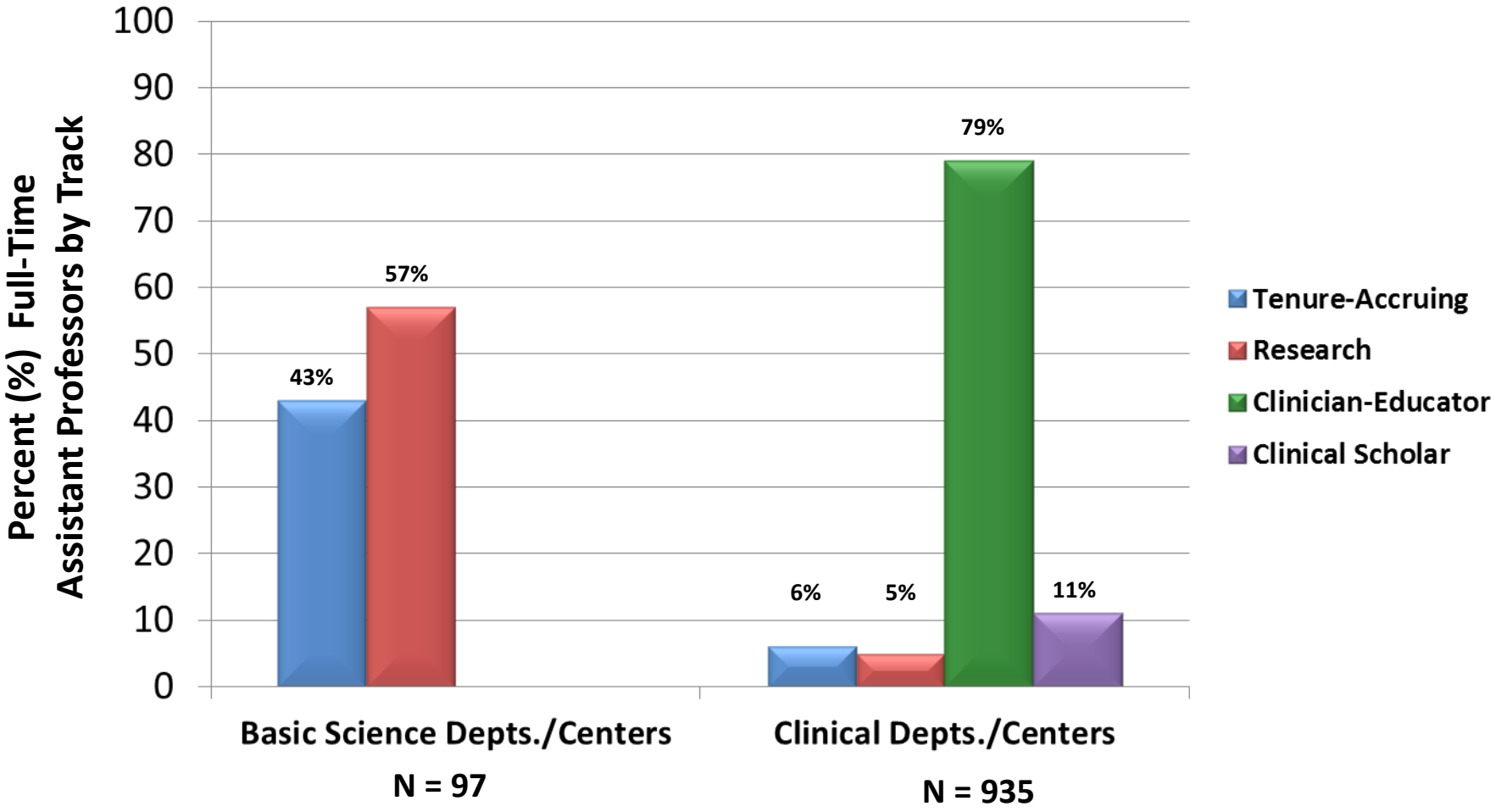
UT Southwestern Has Four Faculty Tracks

- Four academic tracks
  - Tenure-Accruing (tenure track)
  - Clinical Scholar
  - Clinician-Educator
  - Research
- These tracks have different expectations for the distribution of a faculty's contribution to research, clinical and teaching missions.
- http://www.utsouthwestern.net/intranet/education/faculty/electronic-promotion-tenure/

Distribution of UT Southwestern Full-Time Assistant Professors



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Presenter

Jane Johnson, PhD

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Academic Tracks and Tenure

- Promotion in the Tenure-Accruing Track from Assistant to Associate Professor is in the majority of cases *coupled* with the award of tenure.

- Promotion in the other tracks is not coupled to tenure.

What is Tenure?

- "Job security": a tenured faculty may not be dismissed without cause and due process.
- Designed to promote free inquiry, open debate, freedom from capricious decisions.
- Requires major institutional commitment, especially since there is no mandatory retirement.
- Tenure does not guarantee salary
  - salary may be reduced to the base level
  - appointment may be reduced to 9 months

The Tenure Track Has an Eight Year Probationary Period ("Tenure Clock")

- When does the clock start?
- It starts on the first Sept 1 since your appointment as a faculty at UT Southwestern.

Initial Academic Appointment	Tenure Clock Starts	Usual 1st nomination (in year 6 or 7)	Last possible nomination (in year 8)	If promotion is not approved, will be terminated at end of year 8
Aug 31, 2011	Sept 1, 2011	2016-2017 2017-2018	2018-2019	Aug 31, 2019

- Prior service at another institution does not count as "clock time" here.

"Quirks" in the Eight Year Tenure Clock

- Clock starts on the first Sept 1 since your appointment at UT Southwestern.

Initial Academic Appointment	Tenure Clock Starts	Usual 1st nomination (in year 6 or 7)	Last possible nomination (in year 8)	If promotion is not approved, terminate at end of year 8
Aug 31, 2011	Sept 1, 2011	2016-2017 2017-2018	2018-2019	Aug 31, 2019
Sept 21, 2011	Sept 1, 2012	2017-2018 2018- 2019	2019-2020	Aug 31, 2020

Stopping The Clock

- Extension of maximum probationary period ("stop the clock")
  - Official leave of absence
  - Personal circumstances that slow down academic productivity
- Extension is granted one year at a time, for a maximum of two years.
- Extension should be requested in writing to the Dean after consultation with your Department Chair/Center Director.
- The time frame to request an extension is typically in years 5-6, but can be varied depending on circumstances.
- Extensions are granted at the discretion of the Dean.

Track Switching

- A change in job description may justify a change in track.
- Requests to leave the tenure track will not be granted without a major change of job description.
- Considerations for promotion will be delayed for three years after track change.

Before You Start

- Make sure that you are on the appropriate academic track.

- Know the criteria for promotion in your track http://www.utsouthwestern.net/intranet/education/faculty/electronic-promotion-tenure/

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Phil Shaul, MD

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Promotion Criteria
For The Tenure Track

Promotion From Assistant to Associate Professor

- Publications as an independent investigator
- Extramural funding as a principal investigator
- National and international recognition for research
- Excellent teaching
- Academic citizenship at the national and local levels
- Local reputation for clinical activity (if appropriate)

Promotion From
Associate Professor to Professor

- Research must be original, significant, and sustained
- *Sustained* productivity as an Associate Professor
- *Sustained* excellent national/international reputation
- The candidate is expected to have brought prestige and honor to UT Southwestern
- Leadership
- Excellence in teaching and citizenship at UT Southwestern

Promotion Currencies

The Currency For Promotion on The Tenure Accruing Track

Scientific Publications

- Original research published in respected journals appropriate for own specialty
- Publication as an independent investigator (usually as last/senior author)
- In team based research, evidence that you are an important contributor to the overall research program
- Publications
  - quality
  - impact
  - quantity

Impact

- Performed innovative, cutting-edge research on important questions in the field.
- Transformed the field.
- Catalyzed the establishment of new methods or new avenues of investigation.

Grants: Examples of Peer Reviewed Extramural Funding

Principal Investigator of Federal Extramural Grants

- NIH R01
- NIH Program Projects
- NIH Consortium Grants (U)
- VA Merit Awards
- Department of Defense
- National Science Foundation

Principal Investigator of Non-Federal Extramural Grants

- Research foundation grants
- CPRIT
- Industry sponsored grants (investigator initiated/clinical trials)

National & International Reputation

- High impact publications
- Invited as a seminar speaker by other Universities
- Presentations in national/international scientific meetings (invited speaker/selected from abstracts)
- Organize scientific meetings
- Invited scientific reviews as evidence of external reputation
- Manuscript review/editorial boards
- Study sections/grant review panels
- Leadership & committee service for national organizations

National & International Reputation For An Assistant Professor

- High impact publications
- Invited as a seminar speaker by other Universities
- Presentations in national/international scientific meetings (invited speaker/selected from abstracts)
- Organize scientific meetings
- Invited scientific reviews as evidence for external reputation
- Manuscript reviews (ad hoc/editorial boards)
- Study sections (ad hoc/grant review panels)
- Leadership & committee service for national organizations

The Currency For Promotion on The Tenure-Accruing Track

Teaching

- Didactic courses (course director, contributor)
- Small group student teaching (clinical or research)
- Research mentoring of students and postdoctoral fellows
- Contribution to Graduate Programs (if applicable)
  - qualifying exam committees
  - dissertation committees
- The Promotion Package includes a letter from the Graduate Program Chair

Other

- Citizenship at UT Southwestern
- Citizenship at the national level

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Lance Terada, MD

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Practical Guide to Increase Your Major Currencies For Promotion

- Publish
  - in high quality journals for your field
  - early and frequently so you can build a national reputation in time for promotion
- Cultivate your national/international reputation
  - networking at meetings and in other contexts
  - invite leaders in your field for seminars/University Lectures
  - proactively seek opportunities for giving seminars/talks at other institutions and at meetings

Be Informed & Do Not Do It Alone!

- Seek advice from faculty in your department or other departments (find scientific, career and peer mentors).

- Cultivate a relation with your Chair, Division Chief, Center Director.
  - discuss your progress with your "boss"
  - ask whether you are on track for promotion, and if not, what you should do
  - keep connected

- Ask someone to review your CV periodically.

Time Management - A Balancing Act

- Institutional commitments can have direct and indirect benefits.

- Prioritize these commitments
  - know what is important
  - do not become overextended
  - get guidance from your “boss” and mentors

- You are responsible for your own career progress!

Assembling Your Academic Portfolio

- Make sure that your CV reflects the criteria standards which the P&T Committee will be evaluating.
- Use the standardized UT Southwestern CV template. http://www.utsouthwestern.net/intranet/education/faculty/electronic-promotion-tenure/
- See the P&T Packet Requirements checklist on the website.

Promotion Timeline

July-Sept	Advisory Committees and/or Division Chief submits CV and cover letter to Chair's (Center Director's) office
Sept-Oct	Approved Faculty members prepare full Promotion Packets
Oct 1 and Nov 15	Packets submitted to Chair's office
Oct 15 and Dec 1	Chair submits Promotion Packets to Dean's office
Dec – April	P&T Committee meets and makes recommendation to the Dean Dean approves/disapproves promotion
Sept 1 (next academic year)	Promotion effective

The P&T Committee's Review Process

- Each candidate is reviewed independently by at least 2 P&T members.
- The 2 reviewers present their findings to the full P&T Committee.
- Findings are discussed and P&T members vote by anonymous ballots electronically (Members from candidate's department participate in the discussion but do not vote).
- A majority votes indicates a recommendation for promotion.
- The Dean (Dr. Greg Fitz) makes the final decision.

External and Internal Experts Are Interviewed by Telephone Calls

- National and international experts:
  - do you know the candidate?
  - impact on the field?
  - ranking in field?
    - comparison with all others in the same field
    - comparison with others in the same career stage
  - would the candidate be promoted with tenure at the reviewer's institution?

- Local references:
  - contribution to the academic mission?
  - teaching abilities?
  - clinical expertise?
  - if clinical, would he/she refer a family member as a patient to the candidate?

Unwritten Rules

- Be aware of the unwritten criteria:
  - collegiality
  - teamwork
  - interpersonal skills
- You are continuously being assessed by:
  - colleagues
  - laboratory staff
  - trainees
  - patients (if appropriate)
  - nurses & other health-care professionals

Final Words of Advice

- Know the expectations and the criteria for promotion.
- Record your activities.
- Cultivate mentoring relations with senior and peer faculty.
- Remember that everyone with whom you interact is a person who will potentially be asked to comment on your performance.

Questions?

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