

Promotion & Tenure Workshop: Clinical Scholar Track

Presenters

Jeffrey Cadeddu, M.D. and Heidi Jacobe, M.D.



Moderator

Jessie Moreland, M.D.

February 7, 2024

Agenda

- **Demographics of the Clinical Scholars Faculty – Jessie Moreland**

- **Part I. The Process –**

Heidi Jacobe, M.D.

Professor of Dermatology

Associate Dean of Clinical Research Workforce Development

- **Part II. Deep Dive –**

Jeffrey Cadeddu, M.D.

Professor of Urology and Radiology

Biomedical Engineering

- **Question and Answers-**

Please hold your questions until the end. Thank you.

- **Evaluations-**

Survey link will be in the chat box. Please help us by giving us your feedback!

Check Out the New P&T Portal on the Intranet:

<https://www.utsouthwestern.net/intranet/education/faculty/electronic-promotion-tenure/>

The screenshot shows the UT Southwestern Medical Center intranet page for Electronic Promotion & Tenure. The page features a navigation menu with categories like About Us, Administration, Departments & Centers, Education (highlighted), Hospital & Clinics, Human Resources, Research, Services, and Tools. A search bar is located in the top right. The main content area is titled 'Faculty Corner' and includes a sidebar with links such as Effective Teacher Series, Electronic Promotion & Tenure (selected), Post Tenure, Faculty Salary Equity Review, Faculty Senate, Orientation, Professionalism, Standing Committees, SWAT, Web Resources, and Women's Careers. The main text describes the SMS Dean's Office's role in coordinating promotions and tenure processes, and lists the features of the electronic system, including a paperless process, automated email notifications, real-time faculty reports, and guided packet submission. A 'We Recommend' section lists Outlook (Email login), Promotion & Tenure Login, and Telephone Directory. An 'Important Information' section lists links to P&T Packet Requirements (Checklist), P&T Portal Instructions, P&T FAQs, FAC-351 UTSMS Criteria for Promotion & Tenure, Standardized Full CV Template, Sample Tables for Educational Activities, and CV FAQs. A footer note provides contact information for the P & T Coordinator.

This box highlights the 'Important Information' section from the screenshot. It contains a list of links: P&T Packet Requirements (Checklist), P&T Portal Instructions, P&T FAQs, FAC-351 UTSMS Criteria for Promotion & Tenure, Standardized Full CV Template, Sample Tables for Educational Activities, and CV FAQs.

[Click here for Frequently Asked Questions and Answers](https://www.utsouthwestern.net/intranet/education/faculty/electronic-promotion-tenure/pt-faqs.pdf)

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Implications of Faculty Rank Structure

- Our faculty is bottom heavy, with preponderance of junior faculty
- To have a successful succession plan, UT Southwestern must retain and develop the ***junior faculty***
- Therefore, multiple programs have been developed to support junior faculty

Academic Tracks

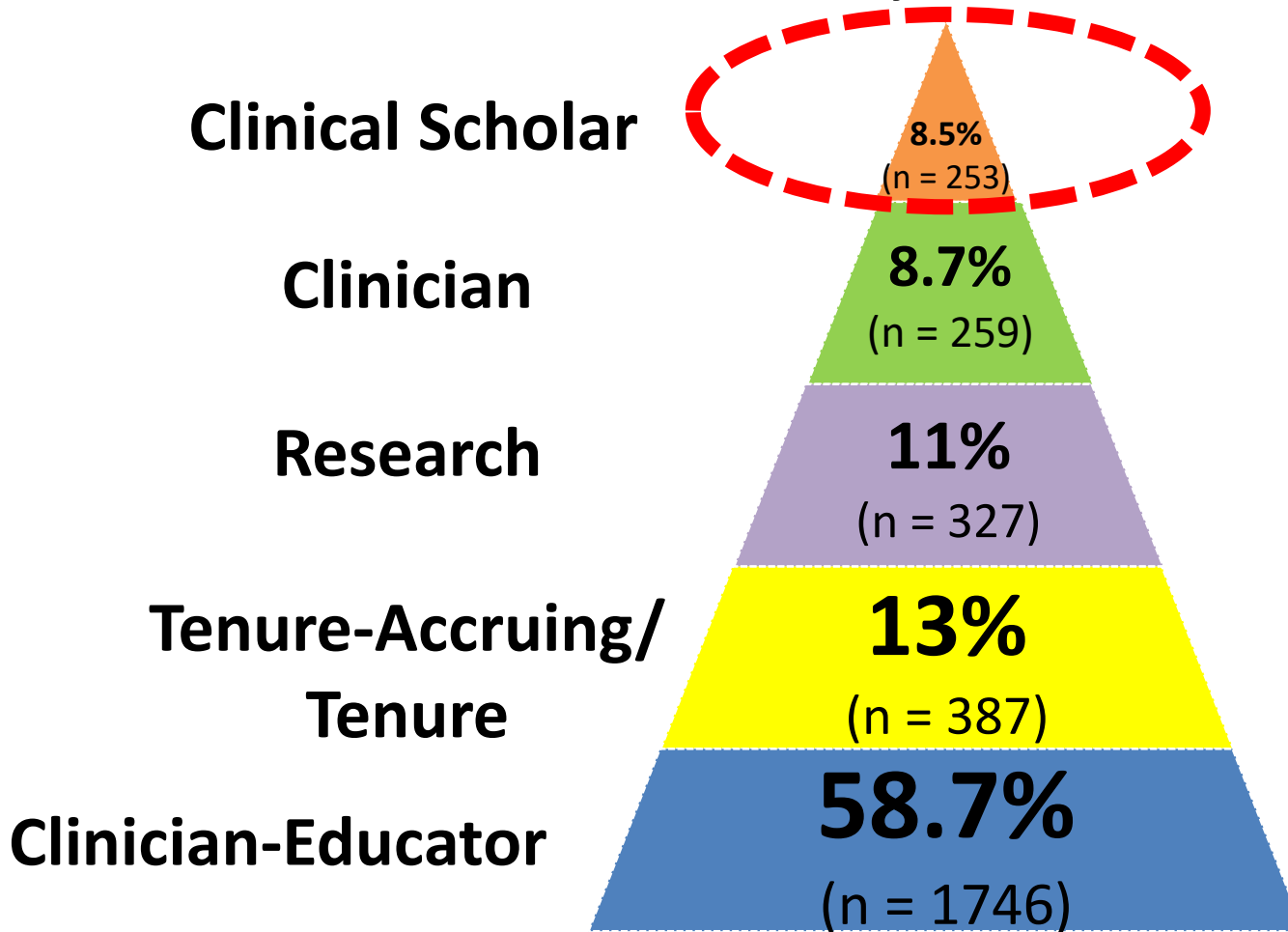
- **Five academic tracks at UT Southwestern:**
 - Research
 - Tenure-Accruing/Tenured
 - Clinical Scholar
 - Clinician-Educator
 - Clinician
- **Academic tracks recognize differences in the distribution of a faculty member's major efforts**

Academic Tracks

- Academic track is a broad job description:
 - How is your time distributed between teaching, research, education and clinical practice?
- Faculty member and Chair should agree on the track
- Track carries implications about compensation, distribution of time and sources of funds

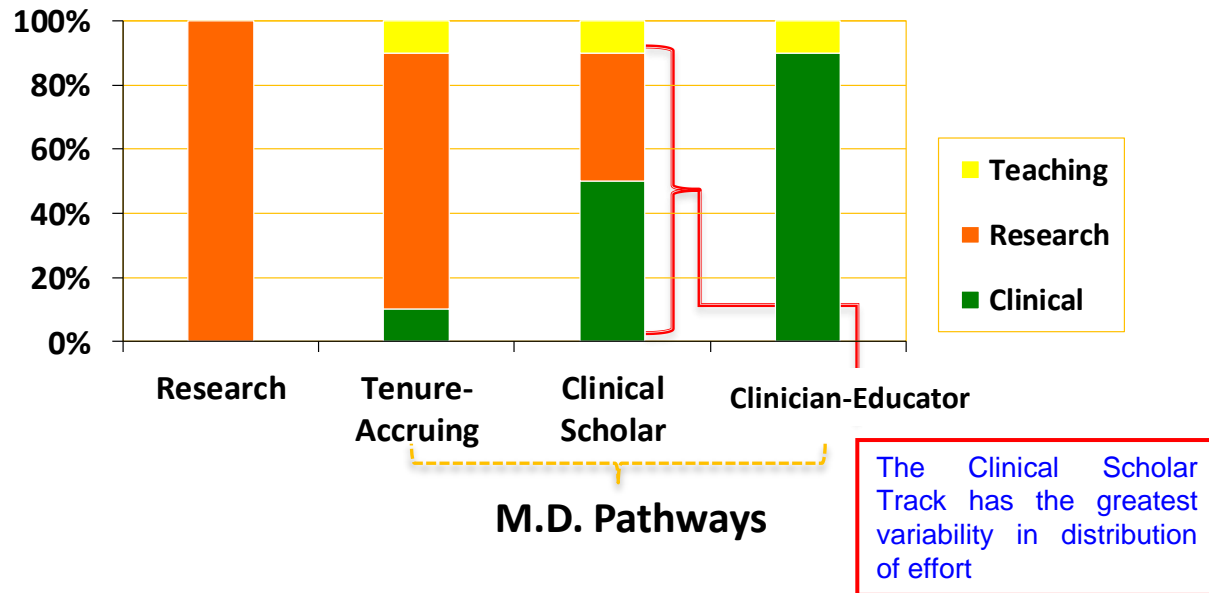
Academic Track Composition

UT Southwestern Full Time Clinical Faculty as of December 13, 2023 (N = 2,972)



Division of Time by Faculty Tracks

Precise effort distribution for any **individual** faculty may vary from year-to-year, between departments, and between individuals based on various considerations, such as the faculty members' external funding and clinical effort.



Part I. The Process

Promotion Timeline

Sept (variable across Department)	Division chief submits C.V. and cover letter to Chair's office
Oct 1	Deadline for submission of nominees in the P&T Portal
Oct 1 and Nov 15 (variable)	Packets submitted to Chair's office
Oct 15 and Dec 1	Packets submitted to the P&T portal P&T Committee members review packets and interview references by phone
Dec – April	P&T Committee meets weekly and makes recommendation to the Dean
Sept 1 (next academic year)	Promotion effective

Promotion & Tenure Workshop

Clinical Scholar Track



Heidi Jacobe, M.D.

Professor of Dermatology

Associate Dean of Clinical Research Workforce Development



The Promotion Process

----- for all tracks

Promotion & Tenure Committee Review Process

- Each candidate is reviewed independently by two P&T members
- The 2 reviewers present their findings to the full P&T Committee
- The findings are discussed and P&T members votes by secret ballot electronically (Members from candidate's department participate in the review but do not vote)
- Decisions are determined by a majority of votes
- The committee makes a final recommendation to the Dean
- The Dean makes the final decision

Evaluation is via Phone Interviews of External and Internal Experts

The P&T member asks these questions and more:

- Do you know the candidate?
- Impact on the field?
- Comparison with others in the same field?
- Would the candidate be promoted at the reviewer's institution?

For local references:

- Teaching abilities?
- Clinical expertise?
- Would they refer a family member?

Criteria for Promotion: Clinical Scholar Track



Key Factor: Driving Force for Scholarly Projects

Candidates are expected to be the driving force in some area of their scholarly activities, which may consist of:

- principal investigator or site principal investigator on research grants and clinical trials
- First (early career), corresponding, or senior author on publications of original research with progression in authorship status

Evaluation of Scholarly Activities

Assistant to Associate Professor

- Scholarly activities that support promotion and foster the development of a national reputation:
 - Research publications in peer-reviewed journals
 - Extramural funding
 - Chapters in well-known textbooks
 - Editorship of respected books
 - Presentations at national and/or international meetings
 - Commercialization of research findings
 - Scholarly committee work

Evaluation of Scholarly Activities

Assistant to Associate Professor

- Membership/leadership in cooperative group settings
- Membership/leadership in pivotal specialty related group settings
- Editorial board membership
- Membership on grant peer review committees

Evaluation of Scholarly Activities

Assistant to Associate Professor

- Be considered *excellent to outstanding* in both clinical care and teaching
- Board certification in his/her specialty
- Candidates must be excellent citizens within the UT Southwestern community

Associate Professor to Professor for Clinical Scholars

- Promotion to the rank of Professor on the Clinical Scholar track requires:
 - ***Sustained*** productivity as an Associate Professor
 - ***A continued*** excellent national/international reputation
 - The candidate is expected to have brought prestige and honor to UT Southwestern

Unwritten Criteria

- **Be aware of the unwritten criteria:**
 - Collegiality
 - Teamwork
 - Interpersonal skills
- **You are continuously being assessed by:**
 - Colleagues
 - Laboratory staff
 - Trainees
 - Patients
 - Nurses & other health professionals

Clinical Scholar Career Path

- Started as clinician educator
- Switched tracks to become a clinical scholar
 - Concurrently obtained protected time and training (MSCS and Dean's Scholar in Research/KL2)
 - Established a clinical niche- sclerosing skin disease clinic
 - Synergistic research program aimed at therapeutic development
 - Define natural history
 - Develop clinical and patient reported outcomes
 - Discover biomarkers and therapeutic targets through multiomics
 - Obtained a ladder of funding

Summary of Promotion Criteria for Clinical Scholars

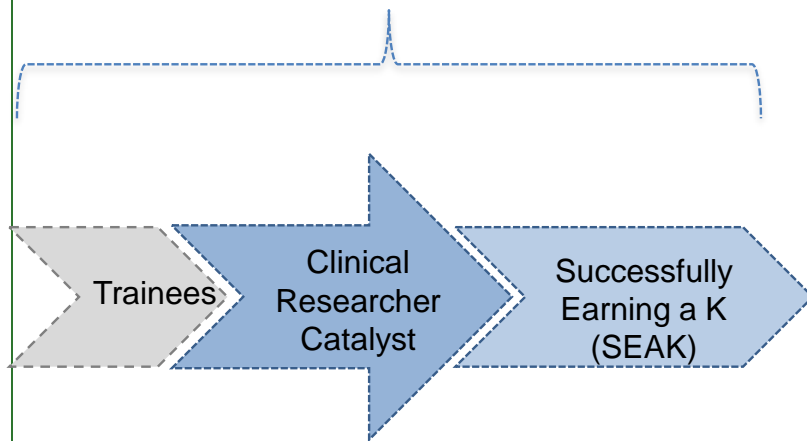
- Position requires clinical activity, scholarly activity and teaching
- Most varied job description
- Most difficult track to evaluate
- No up-and-out (tenure) clock
- Tenure may be granted at the full Professor level

Tenure on the Clinical Scholar Track

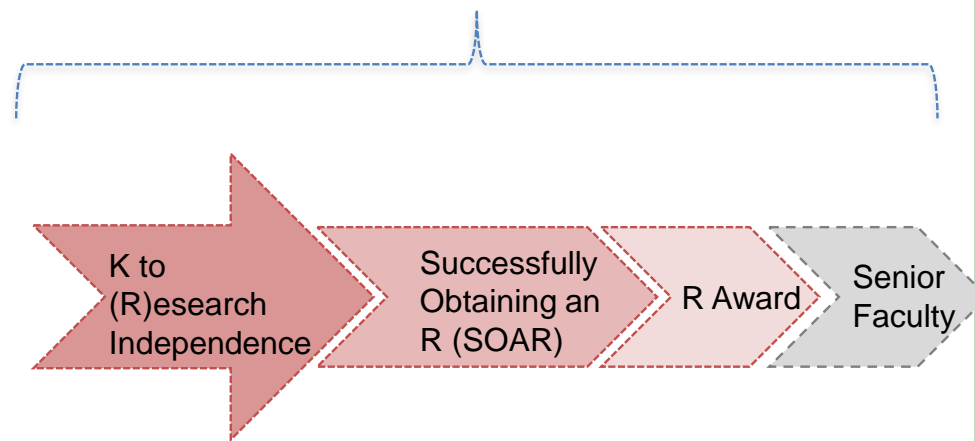
- Tenure may be granted on this track
 - Tenure can be granted concurrently with promotion to Full Professor
 - For most Clinical Scholars, Tenure comes with a separate review in the years following promotion to Professor
 - There is no requirement for Tenure to remain on this track

Clinical Researcher Academy: Supports and Trains Clinical Scholars

Students, Trainees,
Faculty (across all
tracks)



Faculty (Clinical
Scholars)



For further information: <https://www.utsouthwestern.net/intranet/research/ocr/clinical-researcher-academy/> or email: clinicalresearcheracademy@utsouthwestern.edu

Clinical Researcher
Academy

Office of Faculty Development

UTSouthwestern
Medical Center

Part II. Deep Dive

Promotion & Tenure Workshop

Clinical Scholar Track



Jeffrey Cadeddu, M.D.
Professor of Urology and Radiology
Biomedical Engineering

Clinical Scholar Track

Clinical Scholar Execution Challenge	
Must be excellent as part-time clinician in rapidly evolving fields.	
Must be excellent as a part-time investigator who competes against full-time investigators.	
Time commitments required for professional objectives limit personal time.	

Clinical Scholar Track

Clinical Scholar Execution Challenge	P & T Committee Evaluation Challenge
Must be excellent as part-time clinician in rapidly evolving fields.	Expects excellent to outstanding clinical performance.
Must be excellent as a part-time investigator who competes against full-time investigators.	Expects excellent to outstanding productivity in investigation.
Time commitments required for professional objectives limit personal time.	Challenging to evaluate whether clinical and research productivity are matched to distribution of effort.

How Do I Develop Myself to Meet the Various Criteria for Promotion as a Clinical Scholar?

Examples and Questions

How Do I Develop Independence & Have Impact?

Considerations by the P& T Committee when evaluating the Clinical Scholar's independence and impact of work:

- **Scholarship** -- Is the candidate among the best in a broadly defined field?
- **Team Science** -- If candidate's scholarly work is collaborative, what was the importance of the candidate's role in the team?
- **Promise** -- Is the candidate capable of sustaining a first-rate clinical research program during his or her career?

Development of Independence & Impact

- Evaluating Impact

The committee will ask....has the Associate Professor done the following?

- Innovative, cutting-edge research on important questions in the field
- Changed the way the field is viewed
- Broadened the understanding of their field
- Opened up new methods or new areas of investigation

How Can I Be A Scholar While An Excellent Clinician?

- Scientific research is broadly defined as generation of new knowledge
- The clinical scholar typically conducts scholarly work in the course of her/his clinical work
- Examples of opportunities for scholarly work during conduct of clinical practice:
 - description of new techniques
 - evaluation of new or existing treatments
 - description of natural history of disease
 - case reports
 - publication of reviews or textbooks

What Can the Clinical Scholar Do To Achieve Excellence in Teaching?

Examples of Scholarly Achievement in Teaching

Teaching

- Volume
- Awards
- Innovation
- Continuing education
- Quality

Mentoring and Supervision

- Student Advising
- Research
 - Supervision
 - Mentoring
 - Thesis/dissertation committees

Educational Administration/ Service

- Education committees
- Accreditation committees
- Leadership positions
- Curriculum development

Scholarship of Teaching

- Peer-reviewed publications
- Books/chapters
- Editorial services
- Recognition by peers
- Invited/keynote presentation
- Grants and contracts

Fleming et al..JAMA Sept 7, 2005; Vol 294, No 9; 1101-1104

What can the Clinical Scholar do to Achieve Excellence in Teaching?

Factors considered in assessing teaching performance may include (but are not limited to) the following:

- Knowledge of the material
- Clarity of exposition
- Positive style of interaction with students
- Availability
- Professionalism
- Institutional compliance and ethics
- Effective communication skills
- Helpfulness in learning
- Ability to stimulate further education
- Ability to work effectively as part of the teaching team

Managing Your Time as a Clinical Scholar



- Balancing activities is a challenge
- Another method to evaluate distribution of effort (i.e., manage time) for Clinical Scholars is to evaluate efforts spent on goals related to:
 - Internal Recognition
 - External Recognition

Time Management for the Clinical Scholar- A Balancing Act– Internal Recognition

- Other institutional commitments can have indirect and direct benefit
- Prioritize these commitments – do not become overextended; get guidance from your Chief or Chair
- Obligations will increase with time – don't rush them
- Your career progress is your responsibility

Ask yourself: how are you spending your time?

Time Management for the Clinical Scholar - A Balancing Act— External Recognition

- Publications -- your major outside face
- Meetings/conferences
- Professional Organizations

Ask yourself: how are you spending your time?

Track Switching

- Changes in job description justify changes in track
- Requests to leave the Clinical Scholar track should not be made without a major change of job description
- Promotion must be delayed for three years after track is changed

Important Things to Remember

- The P&T review process is confidential. Please do not contact P&T committee members
- Teaching and citizenship are important in addition to research and patient care
- Make sure that you are on the appropriate track
- Know the criteria for promotion in your track
- Refer to the UT Southwestern P&T website for additional information.

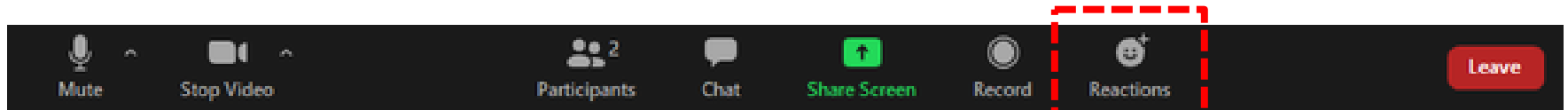
Final Words of Advice

- Know which track you are in, the expectations, and the criteria for promotion
- Keep a running record of your activities
- Get a mentor or mentors
- Remember that everyone with whom you interact is a person who will potentially comment on your promotion consideration

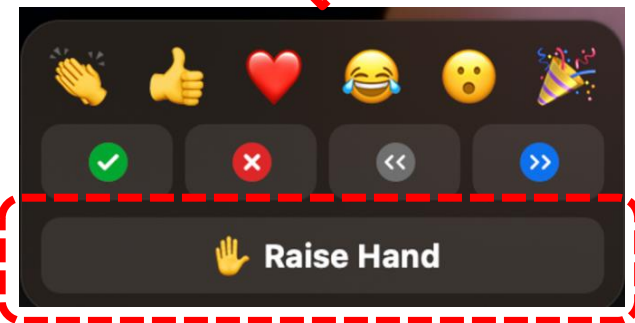
Evaluation

Please complete a short evaluation of this workshop in the chat box. This will help us improve our program. Thank you!

Questions?



If you would like to ask a question, please **“raise your hand”** by selecting *Reactions* located at the bottom of your menu screen. A popup window will appear with the option for you to “raise your hand.” →



Once you have been called upon, you may unmute yourself to speak.



Attend Track-Specific Workshops to Find Out More About the Requirements for Your Specific Academic Track

Clinical Scholar	Available on the P&T Website
Presenters:	Jeffrey Cadeddu, M.D., Heidi Jacobe, M.D.
Clinician-Educator/Clinician	Friday, February 16th, 2024, Noon – 1:00 PM, Virtual
Presenters:	Venkatesh Aiyagari, M.D., Bradley Barth, M.D. M.P.H., Greg Modrall, M.D., Diane Twickler, M.D.
Tenure-Accruing/Tenure	Wednesday, March 6th, 2024, Noon – 1:00 PM, Virtual
Presenters:	Jane Johnson, Ph.D., Craig Malloy, M.D., Lance Terada, M.D.
Research	Wednesday, March 27th, 2024, Noon – 1:00 PM, Virtual
Presenters:	Steven Kliewer, Ph.D., Carol Wise, Ph.D.
Clinician-Educator/Clinician	Friday, April 19th, 2024, Noon – 1:00 PM, Virtual
Presenters:	Venkatesh Aiyagari, M.D., Bradley Barth, M.D. M.P.H., Greg Modrall, M.D., Diane Twickler, M.D.

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