

Demystifying the Promotion and Tenure Process

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Associate Dean, Faculty Development
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January 30, 2024

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

Agenda

- **W. P. Andrew Lee, M.D.**

Executive Vice President for Academic Affairs and Provost
Dean, UT Southwestern Medical School

- **Lance Terada, M.D.**

Chair of the Promotion & Tenure Committee
Professor, Departments of Internal Medicine & Surgery
Chief of Pulmonary & Critical Care Medicine

- **Catherine Y. Spong, M.D.**

Chair of the Department of Obstetrics and Gynecology
Professor, Department of Obstetrics and Gynecology

- **Q and A:** We welcome questions. Please wait until the end of the presentations to ask your questions.

Demystifying the Promotion and Tenure Process

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Promotion & Tenure Process

UTSW has five faculty tracks

- Tenure-Accruing/Tenure
- Research
- Clinical Scholar
- Clinician-Educator
- Clinician

Promotion & Tenure Process

- Tenure-Accruing/Tenure Track
 - For individuals who spend most of their time directing and conducting independently funded original research
 - Promotion requires a **national reputation as an independent researcher** and excellence in teaching, clinical practice (if applicable), and institutional citizenship
 - Typical question: “What is his/her contribution to the field: is it original? Is it thorough? Is it important?”

Promotion & Tenure Process

- Research Track
 - For individuals who predominantly do research but may or may not direct an independent research program
 - Promotion requires a national reputation as an independent research scientist or recognized for their essential contributions to **multiple** research programs. Participation in teaching is strongly encouraged.
 - Typical question: “Are they externally recognized for their own critical contributions to research efforts?”

Promotion & Tenure Process

- Clinical Scholar Track
 - For individuals with a strong research program that aligns closely with or overlaps with their clinical practice
 - Expected to be the **driving force** in the generation and dissemination of knowledge of their research activities. Expected to establish a consistent and sustained record of peer-reviewed publications in highly respected journals.
 - Promotion also requires sustained excellence in clinical care and teaching.

Promotion & Tenure Process

- Clinician-Educator Track
 - For individuals who spend most of their time in clinical activities and teaching
 - Promotion requires sustained excellence as a clinician
 - Teaching must be excellent to outstanding
 - Candidates must have measurable scholarly activity including **peer-reviewed** publications
 - Full Professors must have a national presence

Promotion & Tenure Process

- Clinician Track (new in AY2022)
 - For individuals who spend most of their time in patient care and/or clinical administration (typically 95%)
 - ✦ Excellent reputation, high patient satisfaction scores, outstanding outcomes, impactful leadership in quality and performance improvement, clinical program development and governance
 - Must participate in the educational and academic missions of UTSW
 - ✦ May include excellence in teaching, scholarship (publications, clinical trials, development of national guidelines), national leadership in QI or clinical innovation, national committees and extrainstitutional CMEs, significant work in diversity/equity/inclusion
 - Titles are Clinical Asst/Assoc Prof of Department

When can I be eligible for promotion on the Clinician Track after switching to the Track?

- Track switches typically require a 3-year period of evaluation in track before faculty member is eligible for promotion
- A CLINICIAN Track faculty who switches from another track could be eligible for promotion in time frames less than 3 years if:
 1. Chair/Center Director requests a **waiver** of the 3 year wait period for consideration of promotion after a track switch and it is approved by Dean.
 2. If the waiver is approved by the Dean, the department could then submit the faculty member's P&T packet for consideration/review during the next fall

Promotion & Tenure Process: The Packet

- Department/Center's responsibilities:
 1. Nomination letter(s): Chairs of **primary and secondary appointments and graduate program**
 2. Patient satisfaction scores will be provided by your department.
 3. UME and GME teaching evaluations are provided by Faculty Affairs, but must be checked and added to the packet.
- Your responsibilities:
 1. Recent formal offer from another institution if relevant
 2. CV: **Must use new P&T CV format for AY2025**
 3. Clinical Service description Clinical Leadership description (required for Clinician Track)
 4. PDFs of Featured Publications: 5 for assistant professors, 10 for associate professors
 5. Description of each publication
 - Use this to showcase your scholarship: **describe your role in each publication**
 6. Description of Educational Accomplishments
 7. List of up to 6 professional references

Promotion & Tenure Process

- Chair or Center Director submits packet to Dean's office on October 15th and December 1st.
- P&T members outside of your department review your packet
 - Peers are interviewed by phone (listed References and unlisted peers in your field): no letters are submitted
 - Teaching evaluated by contacting learners, course directors, program directors, etc.
 - Citizenship evaluated by contacting in-house or national colleagues, nurses, administrators
 - Typically at least 10 interviews (between 6 and >20) obtained by each reviewer

Promotion & Tenure Process

- Committee meets every Wednesday from November to spring/summer
 - Reviewers present their findings to the committee.
 - The Committee has an open discussion—significantly conflicted members are recused.
 - Committee members vote anonymously. Members must abstain from voting for candidates of their own department.
 - The majority opinion represents a recommendation to the Dean.
- Provost/Dean makes the final call
- Dean's office notifies department chair of decision
- You are notified by your department, not the committee

Promotion & Tenure Process

- Potential Issues
 - Faculty track appropriateness
 - Timing of promotion
 - Part-time faculty
 - Reference issues
 - Not all track requirements fulfilled

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Catherine Y. Spong, M.D.

Professor and Chair, Department of Obstetrics and Gynecology
Paul C. MacDonald Distinguished Chair in Obstetrics and
Gynecology

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Departmental Role in Promotion

Your Department wants you to succeed!

Departmental Faculty Development: Goals, Process, Outcome

- To **develop** a distinguished and diverse faculty who excel in clinical care, education, and research
- To **support and mentor** each faculty member in academic excellence
- To **celebrate** faculty achievements, promotions and professional honors

Support: What Can Your Department Contribute?

- Educate faculty on standards for promotion
- Encourage attendance at sessions on promotion-related topics
- Encourage participation in UT faculty development programs
- Identify opportunities to enhance promotability
- Leadership actively works as promotor of faculty
- Provide technical, statistical, and educational resources
- Connections to collaborate – within and across departments and through national specialty meetings

Support: What Can Your Department Contribute?

- Feedback – are you on track?
- Evaluate your readiness for promotion
- Administrative support for the packet
 - Learner and Patient evaluations, etc.
- The Promotion Letter
 - May be drafted by your supervisor, department staff, or you
 - Finalized by Chair
 - Should be organized, detailed, and complete – NOT THE TIME FOR MODESTY
 - Include input from different supervisors, learners, stakeholders

What does OB/GYN do to Support Promotion?

- At recruitment: discuss rank, track, promotion, and CV format
- At hire: discuss promotion process in on-boarding and with Vice Chair for Faculty Development
- Annual: annual meeting with supervisor
- Meetings with Vice Chair Faculty Development
- Review CVs and identify opportunities
- Internal P&T departmental committee to assess faculty for promotion
- Regular review of track to ensure faculty are on correct track

Celebrate

Your success is success for
Your Department and
UT Southwestern
We are a community!



Wrap Up, Evaluation, and Question & Answers

Please complete a short evaluation of this Symposium (in the Chat box). This will help us improve our program.

Thank you!

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. The top navigation bar includes 'My UTSW' and a search box. The main navigation menu has categories like 'About Us', 'Administration', 'Departments & Centers', 'Education' (highlighted), 'Hospital & Clinics', 'Human Resources', 'Research', 'Services', and 'Tools'. The breadcrumb trail reads 'Home / Education / Faculty Corner / Electronic Promotion & Tenure'. The page title is 'Faculty Corner'. A left sidebar lists various resources, with 'Electronic Promotion & Tenure' selected. The main content area features a 'Print this page' button and the title 'Electronic Promotion & Tenure'. The text explains that the SMS Dean's Office is responsible for coordinating the process and that faculty can use electronic systems to process promotions and tenure packets. It also notes that the system is not available to the School of Health Professions faculty. A list of features includes a paperless process, automated email notifications, real-time faculty reports, and guided packet submission. Contact information for the P & T Coordinator is provided at the bottom.

Important Information

- [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](#)
- [CV FAQs](#)

[Click here for Frequently Asked Questions and Answers](#)

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

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

<u>Clinical Scholar</u>	Wednesday, February 7 th , 2024, Noon – 1:00 PM, Virtual
Presenters:	Jeffrey Cadeddu, M.D., Heidi Jacobe, M.D.
<u>Clinician-Educator/Clinician</u>	Friday, February 16 th , 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.
<u>Tenure-Accruing/Tenure</u>	Wednesday, March 6 th , 2024, Noon – 1:00 PM, Virtual
Presenters:	Jane Johnson, Ph.D., Craig Malloy, M.D., Lance Terada, M.D.
<u>Research</u>	Wednesday, March 27 th , 2024, Noon – 1:00 PM, Virtual
Presenters:	Steven Kliewer, Ph.D., Carol Wise, Ph.D.
<u>Clinician-Educator/Clinician</u>	Friday, April 19 th , 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.

Questions?

- How? Select the *Reactions* icon located at the bottom of your menu screen. A popup window will appear with the option for you to “raise your hand.”
- The moderator will call upon you to ask your question (please unmute yourself to speak).

