

Promotion & Tenure Workshop: Tenure-Accruing/Tenure Track

Panelists:

Jane Johnson, Ph.D. and Craig Malloy, M.D.



Moderator

Helen Yin, Ph.D.

March 6, 2024

Promotion & Tenure Workshop: Tenure-Accruing/Tenure Track



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Helen Yin, Ph.D.

Associate Dean, Women's Careers

Professor of Physiology

Margaret Yin Chair for the Advancement of Women Faculty
Peter & Jean D. Dehlinger Professorship in Biomedical Science

Agenda

- **Demographics of the Tenure-Accruing/Tenure Faculty –**
Helen Yin, Ph.D.
- **Part I. The Process –**
Craig Malloy, M.D.
Professor of Internal Medicine and Radiology
- **Part II. Deep Dive on Tenure**
Jane Johnson, Ph.D.
Professor of Neuroscience and Pharmacology
- **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!

Academic Tracks

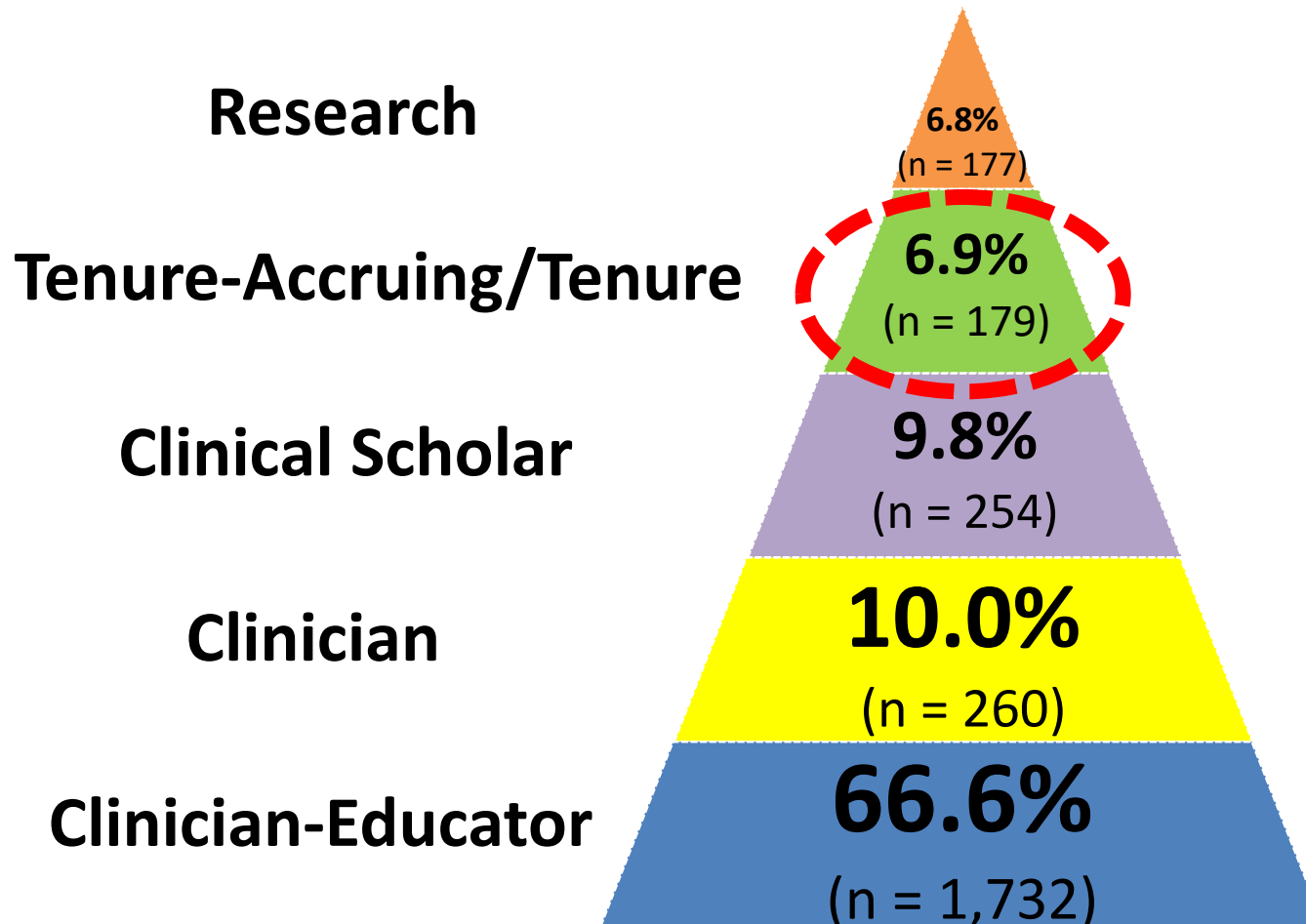
- **Five academic tracks at UT Southwestern:**
 - Research
 - Tenure-Accruing/Tenured
 - Clinical Scholar
 - Clinician-Educator
 - Clinician
- **Academic tracks recognize differences in the distribution of a faculty member's major efforts**

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

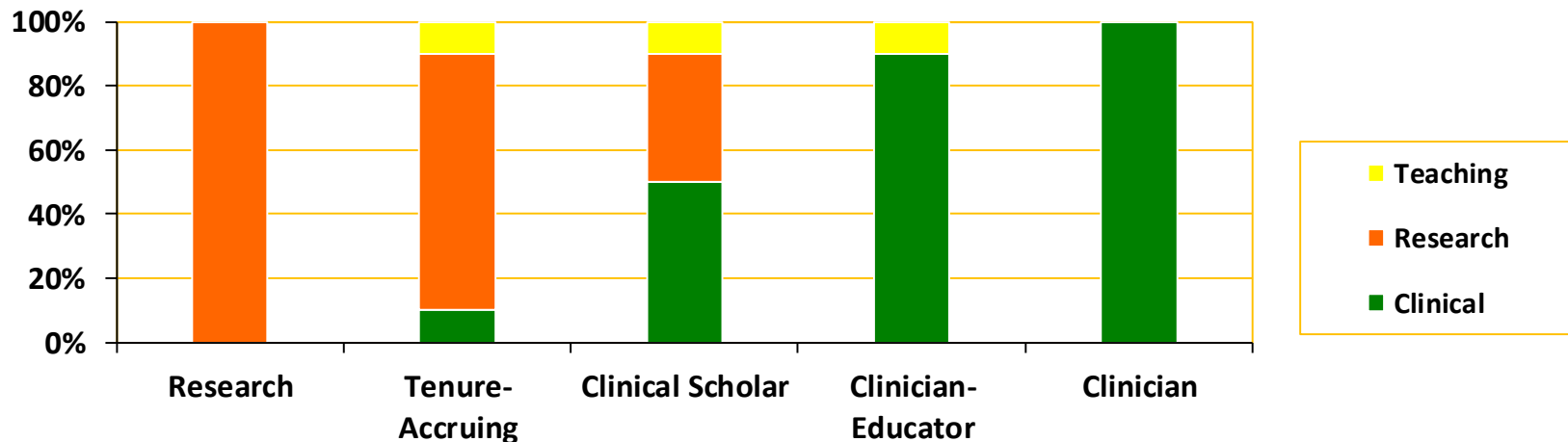
Academic Track Composition

UT Southwestern Full-Time Clinical Faculty as of January 3, 2024 (N = 2,602)

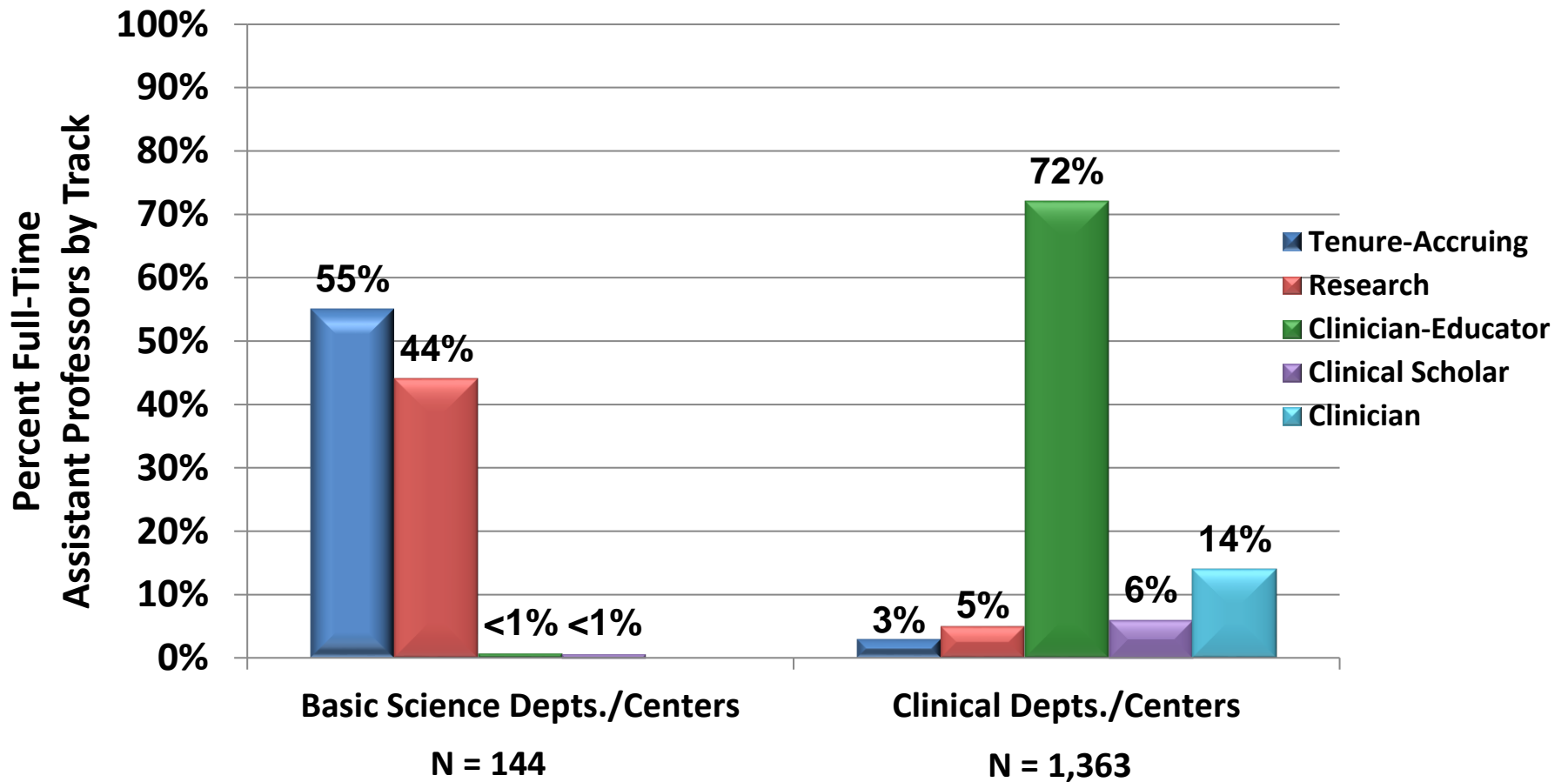


Division of Time by Faculty Tracks

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.



Distribution of UT Southwestern Full-Time Assistant Professors



Join Our Poll

Three Options to Join

1. Website:

- Go to **PollEv.com**
- Enter **UTSWFACDEV**
- Respond to Activity

2. Text

- Text **utswfacdev** to **37607**
- Text in your message

3. QR Code

- Scan the QR Code



What is your level of understanding of how to get promoted on the Tenure-Accruing/Tenure Track?

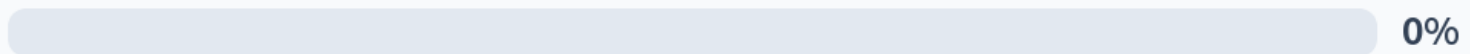
Poor — 1



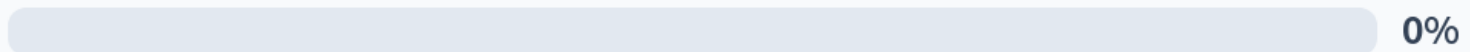
2



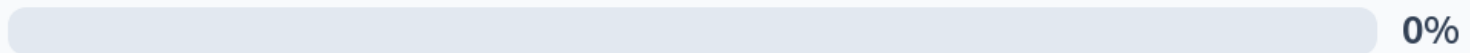
Fair — 3



4



Excellent — 5



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: Tenure-Accruing/Tenure Track

Presenter



Craig Malloy, M.D.

Professor of Internal Medicine, Radiology,
Advanced Imaging Research Center
Richard A. Lange, M.D. Chair in Cardiology



The Promotion Process

----- for all tracks

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 **(new template for 2025)**.
- Review the FAQs
- See the P&T Packet Requirements checklist on the website.

www.utsouthwestern.edu/promten

The screenshot displays the UT Southwestern Medical Center website. The header includes the logo, "My UTSW", and a search bar. The navigation menu is under "Education". The main content area is titled "Faculty Corner" and features a sidebar with a menu where "Electronic Promotion & Tenure" is selected. The main text explains that the SMS Dean's Office coordinates the process and lists the electronic systems allowed: a paperless process, automated email notifications, real-time faculty reports, and guided packet submission. A "We Recommend" section lists links for Outlook login, Promotion & Tenure Login, and Telephone Directory. An "Important Information" section lists links for P&T Packet Requirements, P&T Portal Instructions, P&T FAQs, FAC-351 UTSMS Criteria, Standardized Full CV Template, Sample Tables for Educational Activities, and CV FAQs. A footer note provides contact information for the P & T Coordinator.

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, UME and GME teaching evaluations will be 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 (only 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 and highlight the impact of the work on the field.**
 6. Description of Educational Accomplishments (**if appropriate**).
 7. List of up to 6 professional references

Promotion & Tenure Process

- Chair or Center Director submits packet to P & T portal 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

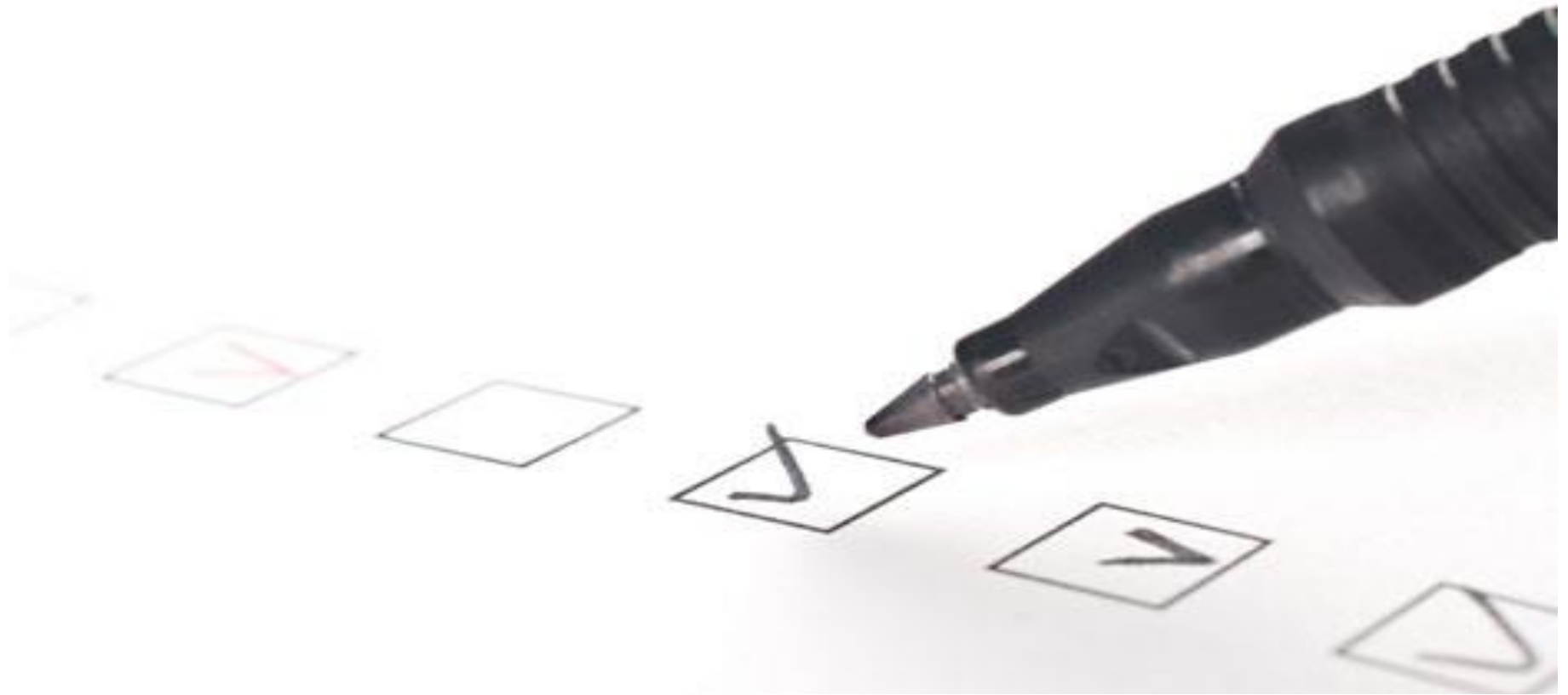
Promotion & Tenure Committee Review Process

- 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 vote 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

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?
- **Interactions between the promotion candidate & references**

Criteria for Promotion: Tenure-Accruing/Tenure Track



Academic Tracks and Tenure

- Promotion in the Tenure-Accruing/Tenure 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.

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

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

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)

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 a **key contributor** to the overall research program
- Publications
 - quality
 - impact
 - quantity

Other

- Citizenship at UT Southwestern
- Citizenship at the national level

Part II. Deep Dive

Promotion & Tenure Workshop: Tenure-Accruing/Tenure Track

Presenter



Jane Johnson, Ph.D.

Professor of Neuroscience and Pharmacology

Shirley and William S. McIntyre Distinguished Chair in Neuroscience

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 1 st 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, 2016	Sept 1, 2016	2021-2022 2022-2023	2023-2024	Aug 31, 2024

- 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 1 st 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, 2016	Sept 1, 2016	2021-2022 2022-2023	2023-2024	Aug 31, 2024
Sept 21, 2016	Sept 1, 2017	2022-2023 2023- 2024	2024-2025	Aug 31, 2025

Stopping The Clock

- Extension of maximum probationary period (“stop the clock”)
 - Official leave of absence
 - Personal circumstances that slow down academic productivity
 - COVID-19 pandemic considerations
- 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.

Promotion Currencies



The Currency For Promotion on The Tenure-Accruing/Tenure Track



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.

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 for external reputation
- Manuscript reviews (ad hoc/editorial boards)
- Study sections (ad hoc/grant review panels)
- Leadership & committee service for national organizations

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!

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.
- Prospectively 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.

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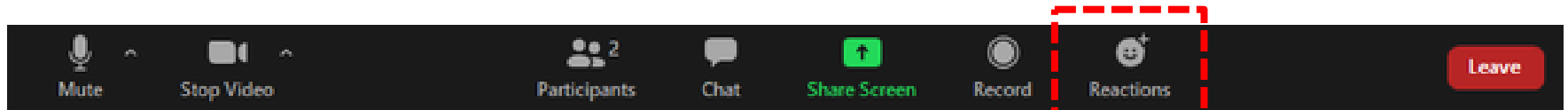
Attend Track-Specific Workshops to Find Out More About the Requirements for Your Specific Academic Track

Clinical Scholar	Posted on the P&T Website
Presenters:	Jeffrey Cadeddu, M.D., Heidi Jacobe, M.D.
Clinician-Educator/Clinician	Posted on the P&T Website
Presenters:	Venkatesh Aiyagari, M.D., Bradley Barth, M.D. M.P.H., Diane Twickler, M.D.
Tenure-Accruing/Tenure	Will Be Posted on the P&T Website Soon
Presenters:	Jane Johnson, Ph.D., Craig Malloy, 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., Diane Twickler, M.D.

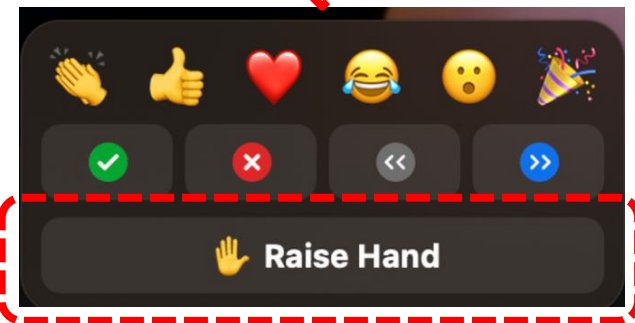
Evaluation

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.



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