

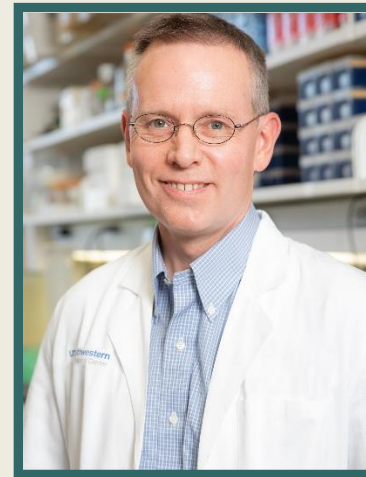
Promotion & Tenure Workshop

Research Track

February 16, 2023



Carol Wise, PhD
Professor of Eugene McDermott Center
for Human Growth and Development,
Orthopaedic Surgery, & Pediatrics



Steven Kliewer, PhD
Professor of Molecular Biology &
Pharmacology

Promotion & Tenure Workshop: Research Track



Moderator:

Helen Yin, Ph.D.

Associate Dean, Office of Women's Careers

Interim Associate Dean, Office of Faculty Development

Professor of Physiology

Margaret Yin Chair for the Advancement of Women Faculty

Peter & Jean D. Dehlinger Professorship in Biomedical Science

Agenda

The Promotion Process:

Steven Kliewer, Ph.D.

Professor of Cell and Molecular Biology

Promotion Criteria:

Carol Wise, Ph.D.

Director of Basic Research at Texas Scottish Rite Hospital for Children

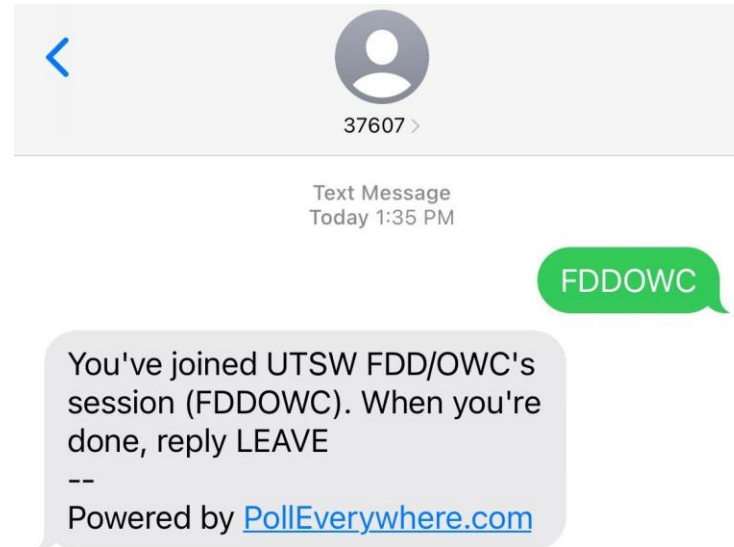
Professor in the McDermott Center for Human Growth and Development, Orthopaedic Surgery and Pediatrics

Questions and Answers:

We welcome questions. Please wait until the end of the presentation.

Join Our Poll

- Online
 - PollEv.com/fddowc
 - No username or profile is needed
- Text FDDOWC to 37607 once to join



When poll is active, respond at pollev.com/fddowc

Text **FDDOWC** to **37607** once to join



Instructors Only: How many years have you been on this track at your current academic rank?

<1 year

1-5 years

5-10 years

10-15 years

15+ years

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Assistant Professors Only: How many years have you been on this track at your current academic rank?

<1 year

1-5 years

5-10 years

10-15 years

15+ years

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Associate Professors Only: How many years have you been on this track at your current academic rank?

<1 year

1-5 years

5-10 years

10-15 years

15+ years

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Poll for Everyone: What is your level of understanding of how to get promoted on the Research track?



Poor — 1

2

Fair — 3

4

Excellent — 5



Poll for Everyone: What do you think is the most important element to focus on for promotion on the Research track?

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 'Education' highlighted. The breadcrumb trail is 'Home / Education / Faculty Corner / Electronic Promotion & Tenure'. The page title is 'Faculty Corner'. A left sidebar lists various topics, with 'Electronic Promotion & Tenure' selected. The main content area features a 'Print this page' button, the title 'Electronic Promotion & Tenure', and a paragraph explaining the SMS Dean's Office's role in coordinating promotions and tenure reviews. Below this, it states that the electronic system is not available to the School of Health Professions faculty and lists the features of the electronic systems: 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 'P&T Packet Requirements (Checklist)', 'P&T Portal Instructions', 'FAC-351 UTSMS Criteria for Promotion & Tenure', 'Standardized Full CV Template', and 'P&T FAQs'. A footer note provides contact information for the P & T Coordinator.

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

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

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

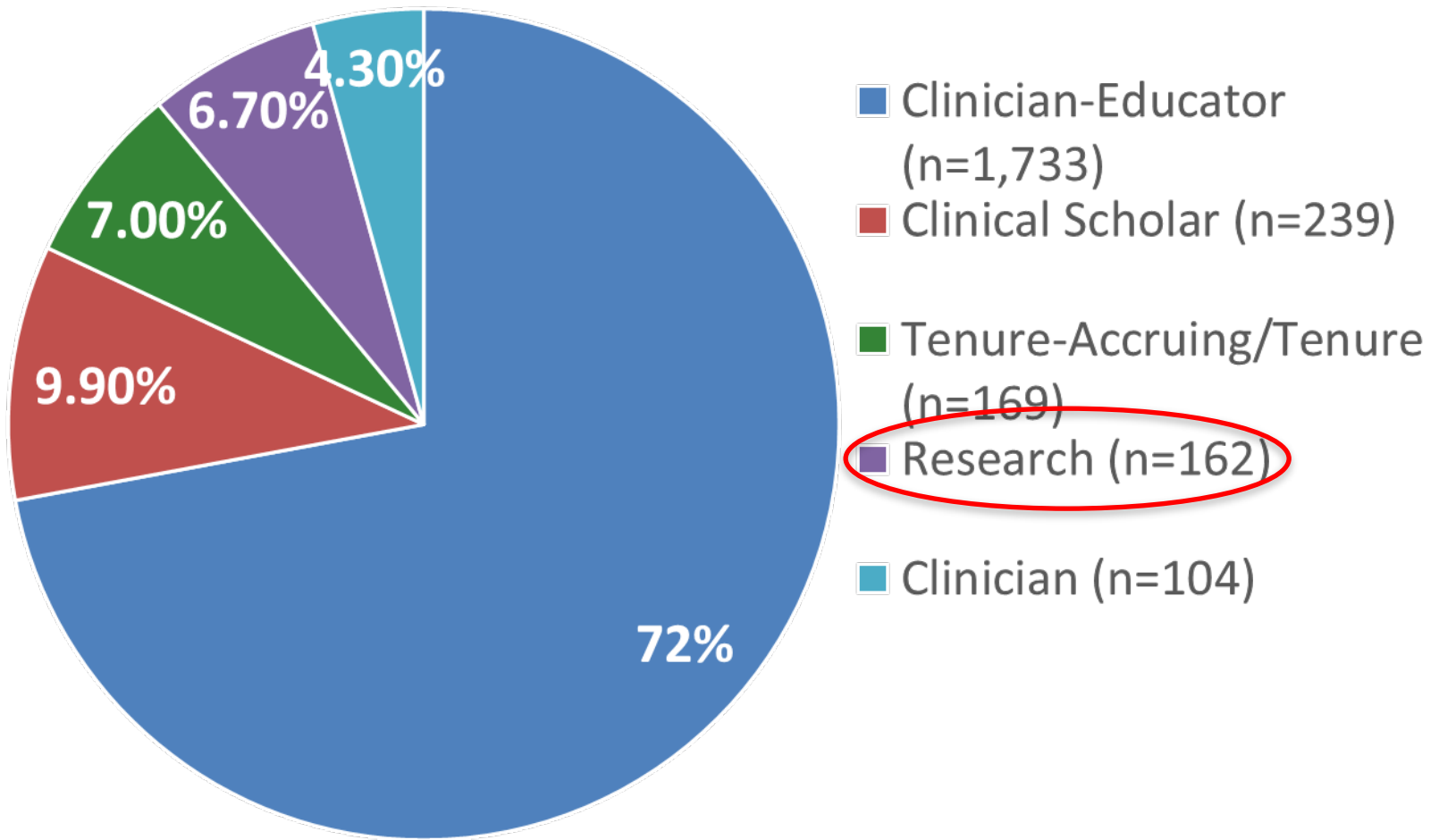
- **Five academic tracks at UT Southwestern:**
 - Research
 - Tenure-Accruing/Tenured
 - Clinical Scholar
 - Clinician-Educator
 - Clinician
- **Academic tracks recognize differences in the distribution of a faculty member's major efforts**

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

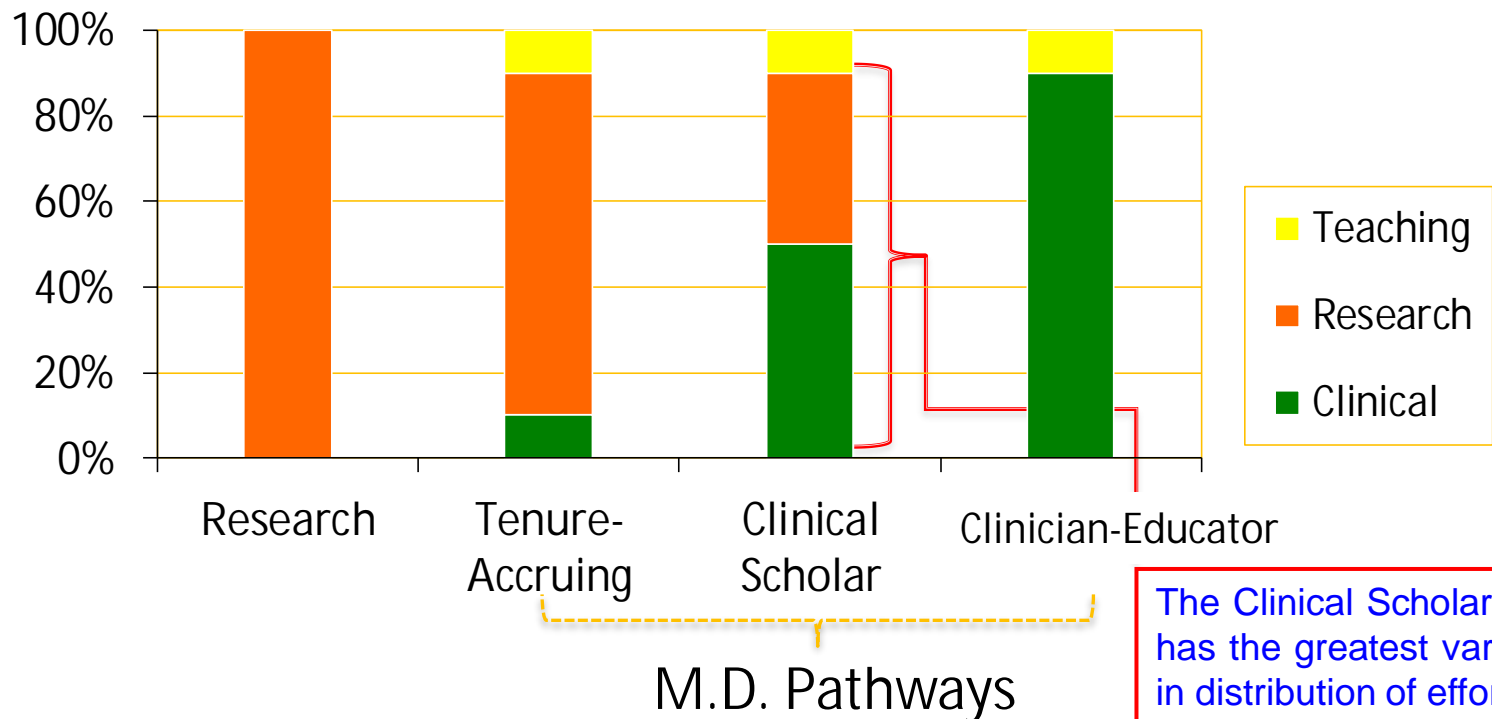
Academic Track Composition

UT Southwestern Full Time Faculty as of Sept. 7, 2022 (N = 2,407)



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.



How to Find Out Which Track You are On

- Review your faculty re-appointment letter
- If you need a copy of your re-appointment letter, contact your department or division administrator

August 1, 2012

Faculty A. Member, M.D.

MEMORANDUM OF APPOINTMENT, 2012-2013 Fiscal Year

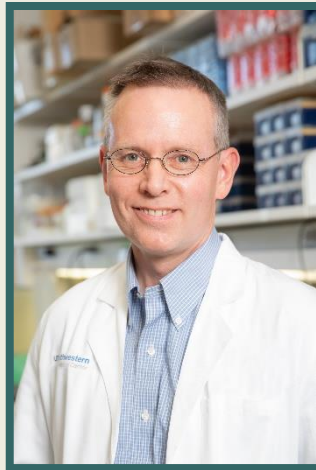
The University of Texas Southwestern Medical Center has recommended to the Board of Regents of The University of Texas System that you be reappointed to the following position:



PRIMARY ACADEMIC TITLE	TRACK	TENURE STATUS	
Assistant Professor	Clinician	Nontenured Clinical	
DEPARTMENT	PERIOD OF APPOINTMENT	PERCENT TIME	MONTHS
Internal Medicine	09/01/2012 - 08/31/2013	100%	12
BASE SALARY	SUPPLEMENTAL SALARY	TOTAL SALARY*	
\$50,000	\$50,000	\$100,000	

This appointment is subject to the provisions of the Rules and Regulations of the Board of Regents of The University of Texas System, Regental and UT System policies and the policies and procedures of UT Southwestern, and applicable state and federal law, and is further contingent upon the decision of the Board of Regents of The University of Texas System to approve your position at their next scheduled meeting on August 21, 2012. This salary figure represents the gross amount (excluding fringes) for the period of appointment only and is subject to deductions as required by state and federal law and, if permitted by law, such other deductions as you may authorize. Where the source of funds for all or part of the salary is from contracts, grants, gifts, bequests, or endowments, the obligation of the institution with respect to payment thereof is subject to the receipt of such funds.

Promotion & Tenure Workshop: Research Track



Steven Kliewer, PhD
Professor of Molecular Biology & Pharmacology

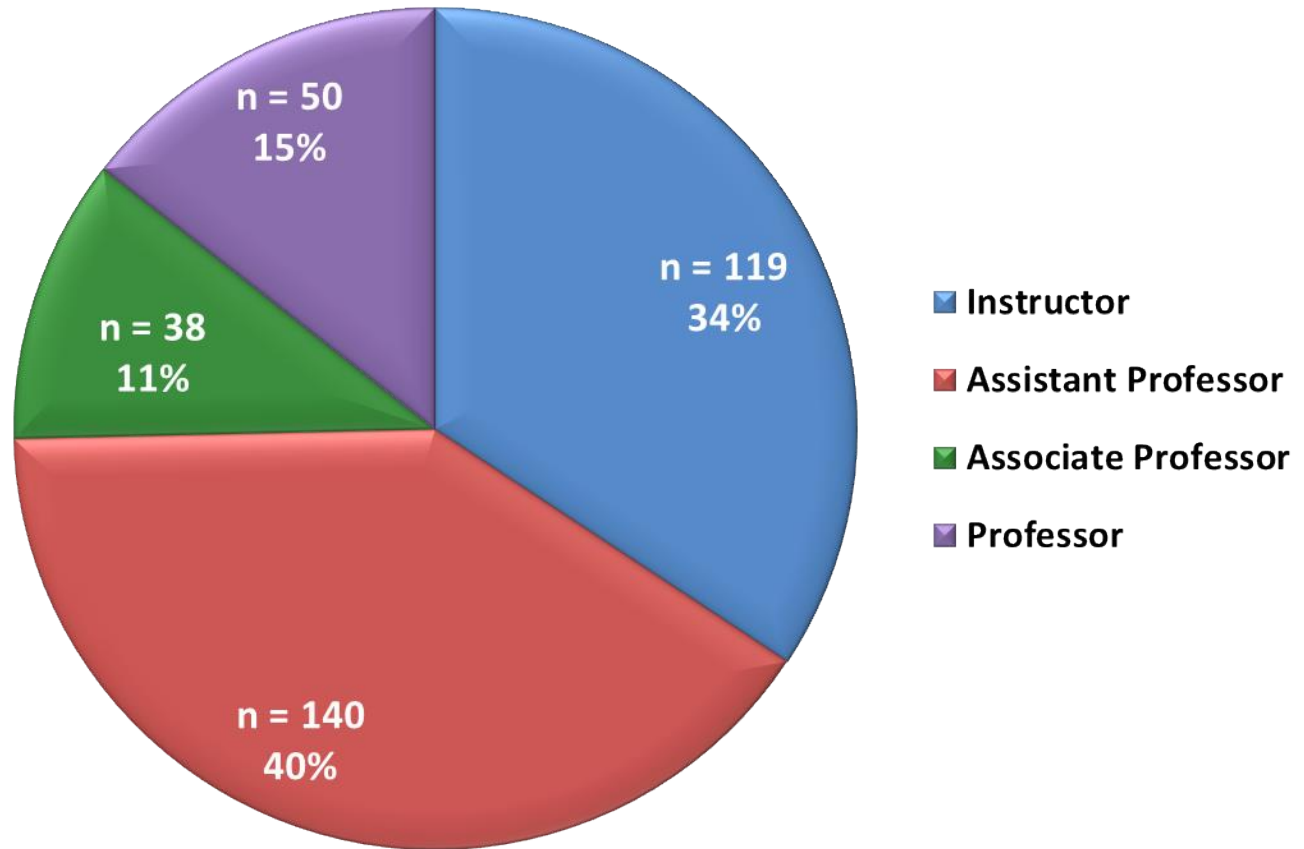
Introduction to the Research Track and Promotion Criteria



The Research Track

- For individuals who predominantly do research
- May be independent or an important member of a collaborative research team
- Individual extramural funding is encouraged but not required
- Sources of salary support are primarily research grants (own grants or grants of the team PI)
- Does not offer tenure

Distribution of All (Full and Part Time) Faculty in the Research Track (N = 347)



Data as of 9/7/2022

Criteria for Promotion to Associate Professor

- National reputation as a research scientist or...
- Work is deemed to be essential to the success of multiple other research programs
 - Originally included to accommodate members of core facilities
 - Impacted research programs expected to extend outside the candidate's department or center

Criteria for Promotion to Associate Professor (continued)

- Suitability enhanced by participation in UT Southwestern teaching
- Must be excellent UT Southwestern citizen

National Reputation

- Publications
- Extramural funding
 - as a principal investigator (if appropriate)
 - as member of a team
- Seminars
 - at other institutions
 - at national meetings
- Review service for journals or panels
- Leadership or committee positions in national organizations

Scientific Publications

- Quality → innovative and published in respected journals
- Impact
- Quantity
- Senior authorships → evidence of independence

Extramural Funding

Principal Investigator or Participating Contributor to:

- **Federal extramural grants**
 - NIH R01
 - NIH Program Projects
 - NIH Consortium Grants (U)
 - VA Merit Awards
 - Department of Defense
 - National Science Foundation
- **Non-federal foundation grants**
- **CPRIT**
- **Industry sponsored grants (investigator initiated/clinical trials)**

Teaching

- Delivery of didactic lectures
- Participation in small group teaching (e.g., journal clubs, responsible conduct of research)
- Laboratory instruction of students, fellows, and/or faculty
- The Promotion Package includes a letter from the Graduate Program Chair (if applicable)

Criteria for Promotion to Professor

- *Sustained* productivity as an Associate Professor
- *Sustained* national reputation for scholarly excellence
- A leader in his/her field
- Has brought prestige and honor to UT Southwestern

Promotion & Tenure Workshop Research Track



Carol Wise, PhD

Professor of Eugene McDermott Center for Human Growth and
Development, Orthopaedic Surgery, & Pediatrics

DIRECTOR, SCOTTISH RITE FOR CHILDREN CENTER FOR
PEDIATRIC BONE BIOLOGY AND TRANSLATIONAL RESEARCH

The Promotion Process



Before You Start

The screenshot shows the UT Southwestern Medical Center website. The header includes the logo, 'My UTSW', and a search bar. The navigation menu is highlighted on 'Education'. The breadcrumb trail is 'Home / Education / Faculty Corner / Electronic Promotion & Tenure'. The main content area is titled 'Faculty Corner' and features a sidebar with a menu: Effective Teacher Series, Electronic Promotion & Tenure (selected), Post Tenure, Faculty Diversity & Development, Faculty Salary Equity Review, Faculty Senate, Orientation, Professionalism, Standing Committees, SWAT, Web Resources, and Women's Careers. The main content area is titled 'Electronic Promotion & Tenure' and contains the following text: 'The SMS Dean's Office is responsible for coordinating both the Promotions and Tenure Process and Post Tenure Reviews for the UT Southwestern Medical School and UT Southwestern Graduate School of Biomedical Sciences. Department Chairs/Center Directors and their designees can use electronic systems to process promotions and tenure packets and post tenure reviews for faculty members in their departments or centers. The electronic system is not available to the School of Health Professions faculty. The electronic systems allow: A paperless process, Automated email notifications, Real-time faculty reports, Guided packet submission. If you have any questions about the Promotions and Tenure Process or Post Tenure Reviews, please contact the P & T Coordinator in the People's Office at ext. 66704.' To the right of the main content are sections for 'We Recommend' (Outlook (Email login), Promotion & Tenure Login, Telephone Directory) and 'Important Information' (P & T Packet Requirements (Checklist), P & T Website Instructions, FAC-351 Criteria for Promotion & Tenure, Standardized Full CV Template).

- Make sure that you are on the appropriate academic track
- Know the criteria for promotion in your track

www.utsouthwestern.edu/promten

Track Switching

- A change in job description may justify a change in track
- Requests to change track will not be granted without a major change of job description
- Promotion will be delayed for three years after track change

Tips for Increasing Promotion Potential

- 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 seek speaking engagements at other academic institutions

More Tips for Increasing Promotion Potential

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

Final Tip

You are responsible for your own career progress. Be proactive!

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

Nomination & Promotion Packet

- The Department Chair nominates candidates
- The Chair organizes a Promotion Packet:
 1. Chair's letter of recommendation
 2. CV
 3. Teaching Portfolio
 4. Teaching Evaluations
 5. Clinical Service Responsibilities-RVU's (if applicable)
 6. Grant Support (if applicable)
 7. Copy of Representative Publications with a one paragraph description
 8. References

The P&T Committee's Review Process

- Each candidate is reviewed independently by at least two P&T members
- The two reviewers present their findings to the full P&T Committee
- Findings are discussed and P&T members vote by secret ballot electronically (Members from candidate's department participate in the discussion but abstain from voting)
- A majority vote indicates a recommendation for promotion
- The Dean (Provost) makes the final decision

Evaluation is by Phone Interviews of External and Internal Experts

- 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 at the reviewer's institution
in a comparable track?
- Local references:
 - contribution to the academic mission?
 - teaching abilities?

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Unwritten Rules

- Be aware of the unwritten criteria:
 - collegiality
 - teamwork
 - interpersonal skills

- You are continuously being assessed by:
 - colleagues
 - laboratory staff
 - trainees

Final Words of Advice

- Be proactive
- 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 comment on your promotion

Promotion & Tenure Workshop: Research Track



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Associate Dean, Office of Women's Careers

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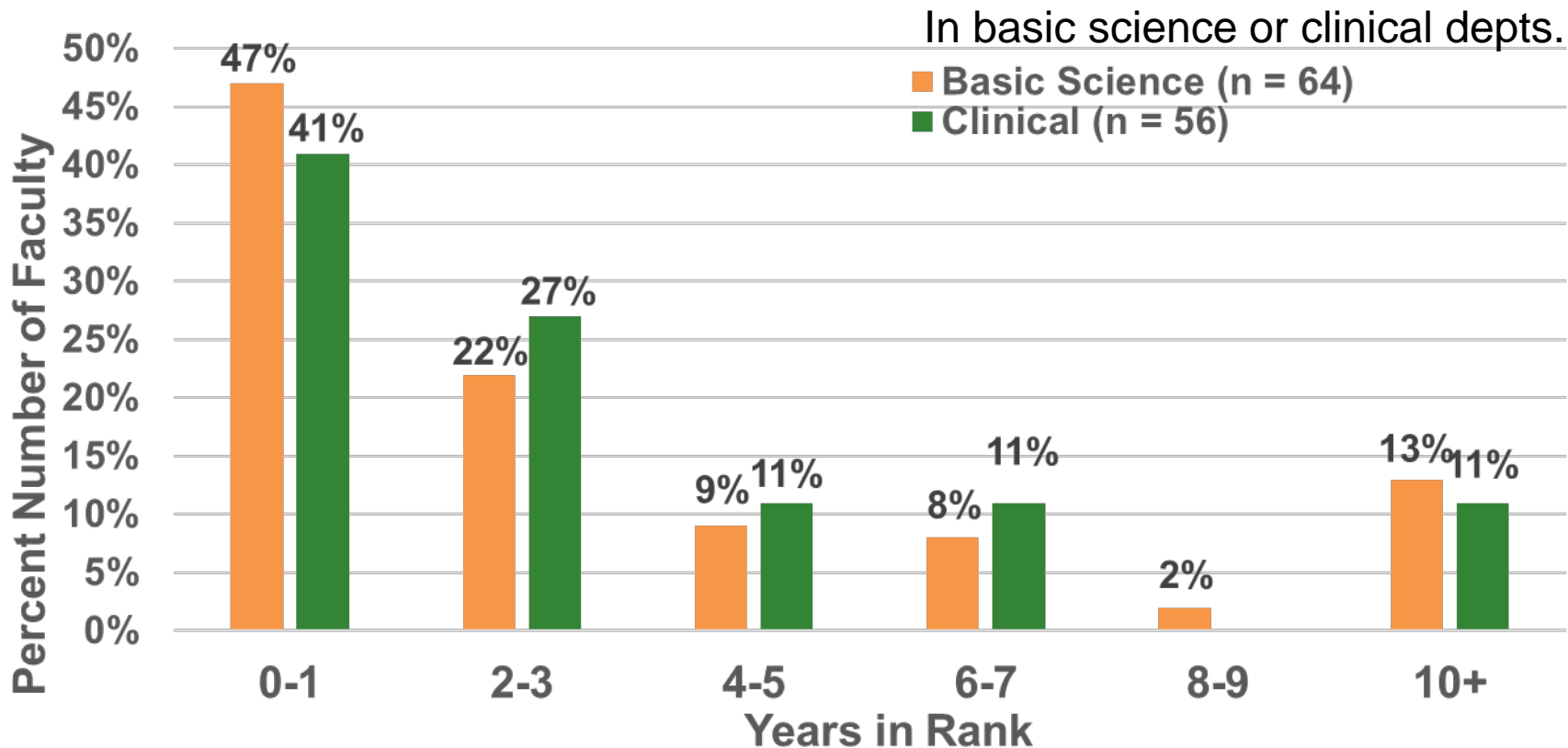
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Excellent — 5

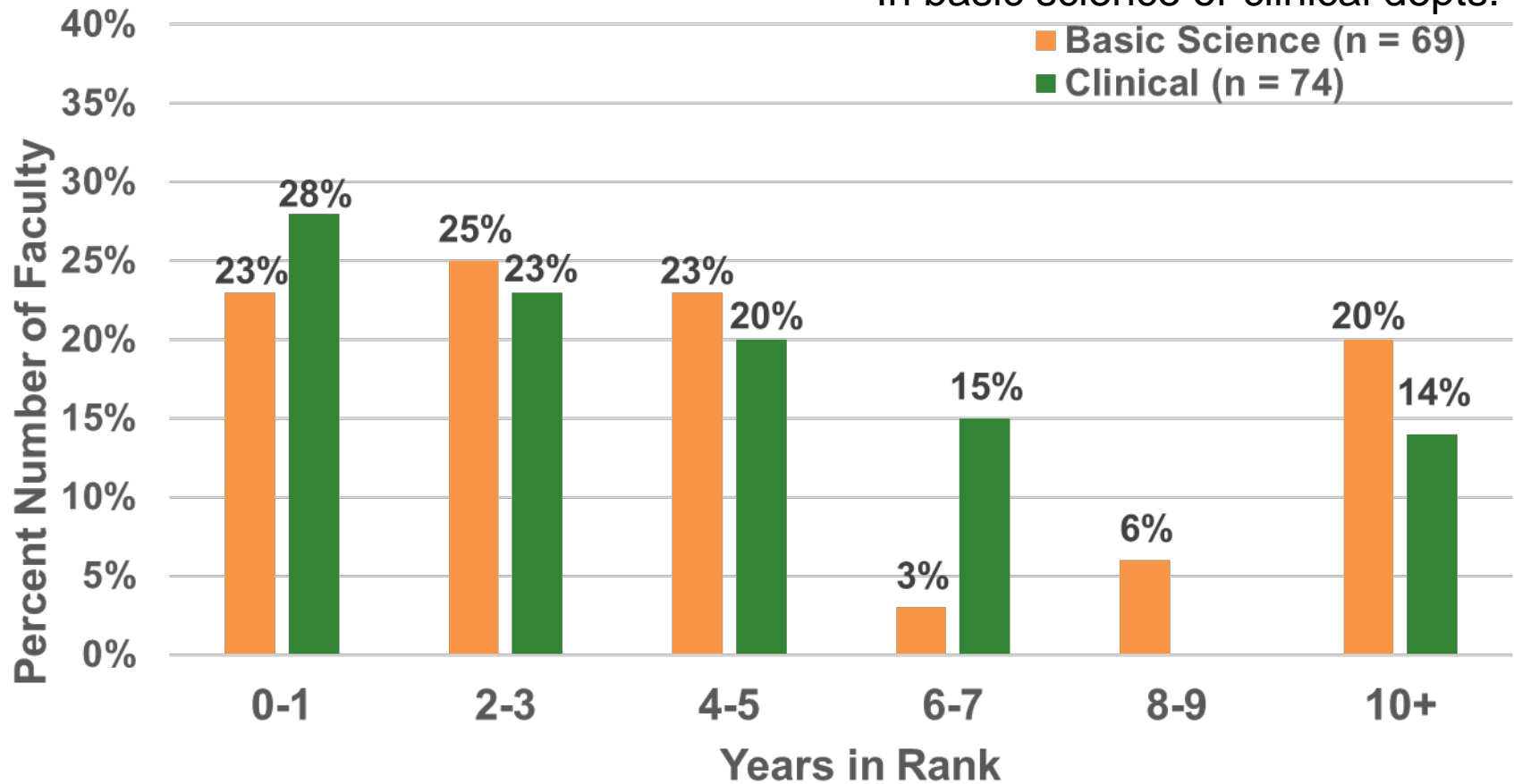
Poll for Everyone: What do you think is the most important element to focus on for promotion on the Research track?

Time in Rank for Research Track Instructors



Time in Rank for Research Assistant Professors

In basic science or clinical depts.

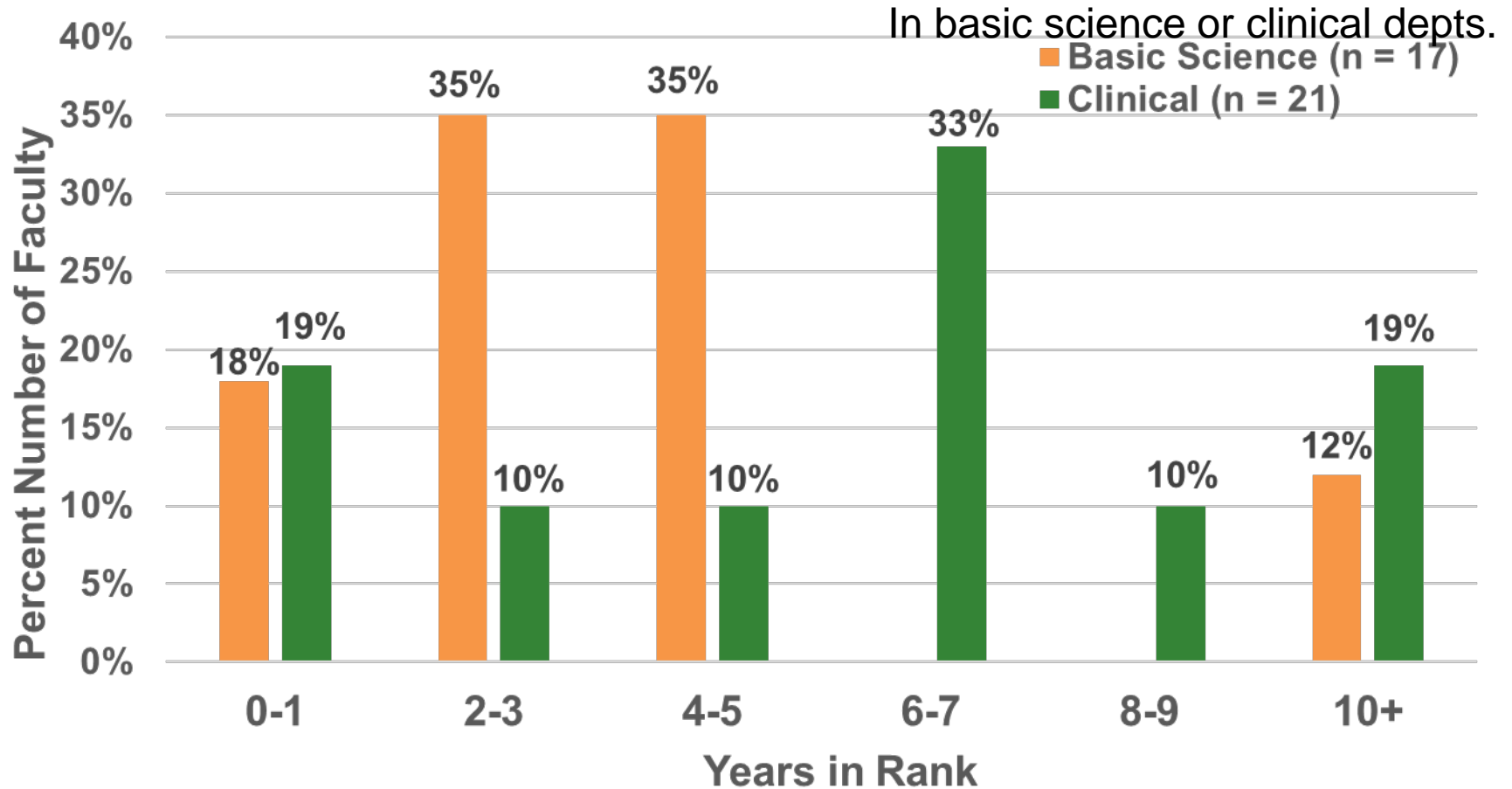


Hot Off the Press

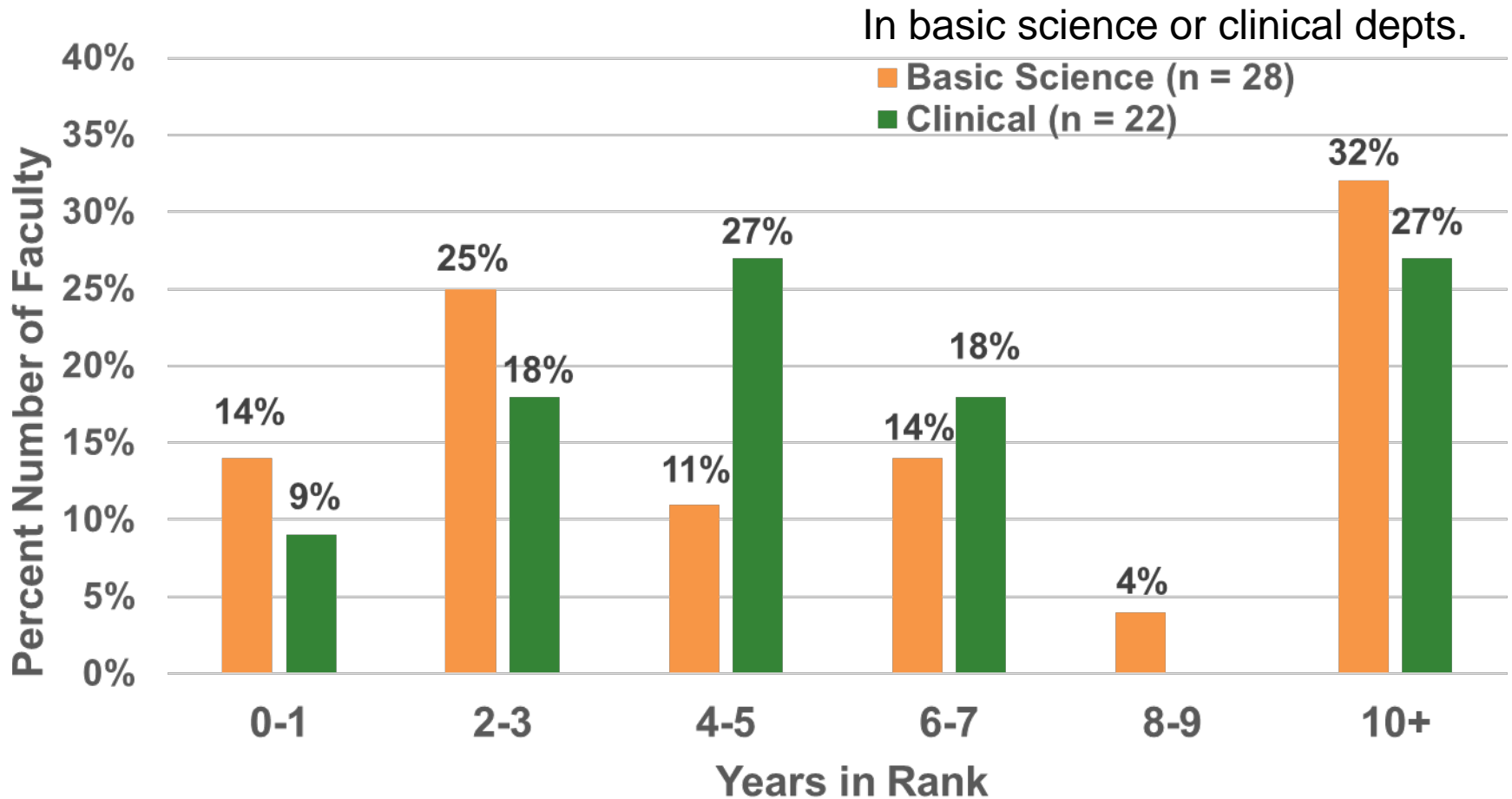
Recent Developments

- The fourth year review of assistant professors on the research track was rolled out in fall 2022.
- Fourth year reviews has already been in place for tenure accruing and clinician-educator tracks.
- The review should be carried out by the research track faculty member's immediate supervisor, who may be the Department Chair, Center Director, Division Chief, or other faculty member.
- The fourth year review should be a valuable tool for both early career faculty members and their chairs or center directors. It prompts discussion of progress and goals, clarifies expectations, refines any mentoring needs, and clarifies plans for promotion

Time in Rank for Research Track Associate Professors



Time in Rank for Research Track Professors

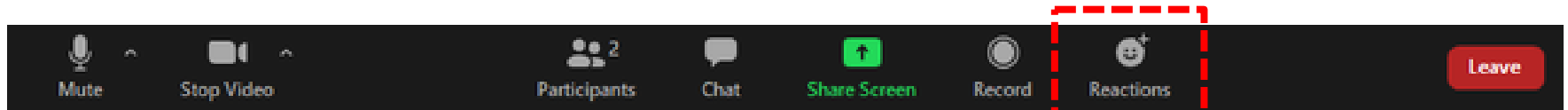


Access the Following using the QR Code

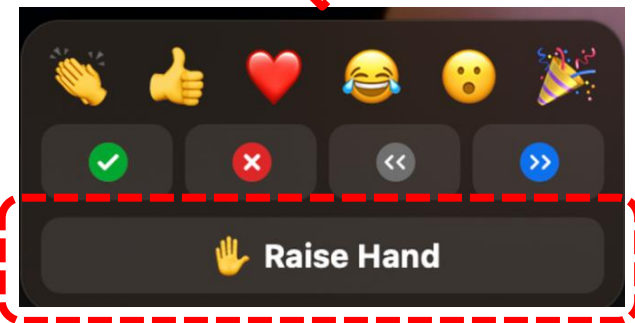
- Research track assistant professor fourth year review template
- Faculty Handbook FA-351 UTSWMS Criteria for Promotion and tenure. pdf
- FAC-351 Bullets



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.



Evaluation

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

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

Clinical Scholar Track		Thursday, October 20, 2022	Virtual
Presenters:		Marlene Corton, M.D.	Jeffrey Cadeddu, M.D.
Tenure-Accruing/Tenure Track		Thursday November 10, 2022	Virtual
Presenters:		Jane Johnson, Ph.D.	Lance Terada, M.D.
Clinician-Educator Track		Thursday, January 19, 2023	Virtual
Presenters:	Diane Twickler, M.D.	Greg Modrall, M.D.	Sharon Reimold, M.D.
Research Track		Thursday, February 16, 2023	Virtual
Presenters:		Carol Wise, Ph.D.	Steven Kliewer, Ph.D.
Clinician Track		Thursday, March 23, 2023	Virtual
Presenters:		Craig Peters, M.D.	Sharon Reimold, M.D.

Thank You!

