Promotion & Tenure Workshop
Clinician-Educator Track

Presenters:
Michel Baum, MD
and Diane Twickler, MD

January 17, 2019
Electronic Promotion & Tenure

http://www.utsouthwestern.net/intranet/education/faculty/electronic-promotion-tenure/

Office of Faculty Diversity & Development
Office of Women’s Careers
Promotion & Tenure Workshop
Clinician-Educator Track

Presenter:
Michel Baum, MD
Professor of Pediatrics and Internal Medicine
Chief, Division of Pediatric Nephrology
Vice Chair of the P&T Committee
Implications of Faculty Rank Structure

- Our faculty is bottom heavy, with preponderance of junior faculty.
- Faculty rank imbalance will worsen over the next 4 years as we recruit additional clinical faculty.
- To have a successful succession plan, UT Southwestern must retain and develop the junior faculty.
- Therefore, multiple programs are being developed to support and develop junior faculty.
Academic Tracks

- The Track you are on should be determined by how you spend your time:
  - Tenure Track
  - Clinical Scholar Track
  - Research Track
  - Clinician-Educator Track --- (80% - 100% of time devoted to Clinical Activity)
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
Academic Track Composition

UT Southwestern Fulltime Faculty in Clinical Departments and Clinical Centers (n = 1,752)*

- Research: 8% (n = 144)
- Tenure-Accruing/Tenure: 9% (n = 156)
- Clinical Scholar: 12% (n = 216)
- Clinician-Educator: 71% (n = 1,236)

*as of December 2018
Clinician-Educator Track

- The school wants you to succeed—there is no quota on the number of faculty promoted
- UT Southwestern wants to retain its clinical faculty
- You are valuable to the success of the School
The Promotion Process ---- for all tracks

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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, largely the faculty members’ funding and clinical effort.

![Graph showing division of time by faculty tracks]

- M.D. Pathways
  - Research
  - Tenure
  - Clinical scholar
  - Clinician-educator

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UT Southwestern
Medical Center
Nomination & Promotion Packet

- The Department Chair nominates candidates (sometimes with the Guidance of Departmental P and T Committee)
- The Chair Organizes a Promotion Packet
  1. Chair writes a letter of recommendation
  2. CV
  3. Teaching Portfolio-What you do
  4. Teaching Evaluations
  5. Clinical Service Responsibilities-RVU’s
  6. Grant Support-(if applicable)
  7. Copy of Representative Publications with a 1 Paragraph Description
  8. References-Provided by the nominee
## Timeline

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<tr>
<th>Month(s)</th>
<th>Event Description</th>
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<tr>
<td>Sept</td>
<td>Division chief submits c.v. and cover letter to Chair’s office</td>
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<tr>
<td>Oct 1 and Nov 15</td>
<td>Packets submitted to Chair’s office</td>
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<tr>
<td>Oct 15 and Dec 1</td>
<td>Packets submitted to Dean’s office; P&amp;T Committee members review packets and interviews references by phone</td>
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<tr>
<td>Nov – April</td>
<td>P&amp;T Committee meets and makes recommendation to the Dean</td>
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<td>Sept 1 (next academic year)</td>
<td>Promotion effective</td>
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How Does the P and T Committee Evaluate a Candidate?

- One or two reviewers evaluate your promotion. You are evaluated by your peers.
- Evaluations done by phone.
- The P and T Committee calls experts in your field, colleagues, fellows, residents to determine your suitability for promotion.
  - The reviewer asks about your teaching skills
  - Would they refer a patient or family member to you
  - They will ask if you are a good colleague
  - If the reviewer calls outside the university, they often ask if the candidate would be promoted at their institution
How Does the P and T Committee Evaluate a Candidate?

- The Chair of the P and T Committee summarizes your promotion packet to the committee.
- The reviewers present their findings to committee who then votes (members of your department abstain).
- The ballot is secret.
- The Committee makes a recommendation to the Dean who is present at the meeting and makes the final decision.
Use Standardized UT Southwestern CV

- Spend some time making sure that CV reflects the criteria standards which committee will be evaluating
- CV template is available at W:\PUB\SMSDEAN\Promotion & Tenure
Tips For Getting Promoted

- Keep a log of everything you do that is beyond your everyday practice—Don’t rely on your memory at the time of promotion.
  - a. Grand Rounds and Invited Talks
  - b. Studies you participate in even if you are not an author
  - c. Organizations for which you are a member (VOLUNTEER)
  - d. Letters from students, patients or parents
  - e. Keep your teaching evaluations, RVU’s, patient satisfaction ratings
  - f. Committees you serve on for the department, hospital or school (VOLUNTEER)
  - g. Journals and study sections for which you serve as a reviewer
- Go above and beyond in your teaching and interaction with colleagues
- Keep your CV up to date
- Be a good citizen to the Department and the School
- Be collegial and a team player
Unwritten Criteria

- Be aware of the unwritten criteria:
  - Collegiality
  - Team work
  - Interpersonal skills

- Faculty are continuously being assessed by:
  - Colleagues
  - Laboratory staff
  - Trainees
  - Patients
  - Nurses & other health professionals
Promotion Criteria For Clinician Educators
Clinical/Patient Care Activities

- The candidate is expected to spend the great majority of his/her time in clinical activities and patient care.
- The candidate is expected to have board certification in his/her medical specialty.
Clinical/Patient Care Activities

- Promotion requires that the candidate be an excellent clinician.
  a. Being sought out for consultation by colleagues inside and outside the institution and/or being the recipient of referrals from the community will further demonstrate excellence.
  b. Excellence will be assessed by the individual’s reputation among peers and trainees, and by patient satisfaction data if available.
Academic Participation

The candidate must make a measurable and valued contribution to the department’s academic mission. This contribution may take the form of:

Teaching activities (including mentoring junior faculty and/or trainees), which must be judged to be Excellent to Outstanding.
Academic Participation

The candidate should also distinguish themselves in **one or more** of the following areas:

1. Participation in the generation of knowledge which will be enhanced if his/her contribution is valued sufficiently to be included as a co-author.
2. Writing reviews or chapters in textbooks,
3. Invitations to speak at regional or national meetings,
4. Presence on external review panels,
5. Leadership activities in regional or national organizations,
6. Invitations to participate in extra-institutional CME activities.
Other Activities

- The candidate must be an excellent citizen within the UT Southwestern community.
Definition of Excellence for Clinical Practitioners

- To be considered an excellent clinician, a faculty member should achieve excellence in the six competencies developed by the ACGME.

- UT Southwestern clinicians should strive to be judged to be excellent in all six areas. In doing so, they should serve as role models for medical students, residents, fellows, and colleagues.
Patient care that is compassionate, appropriate, and effective for the treatment of health problems and the promotion of health.

1. Strong local reputation among faculty and trainees for clinical excellence and service to patients (e.g., would be comfortable with candidate being physician for evaluator, family and loved ones).

2. Candidate is a recognized referral source in his/her area of expertise locally and regionally.
Medical knowledge about established and evolving biomedical, clinical, and cognate (e.g., epidemiological and social behavioral) sciences, as well as application of this knowledge to patient care.

1. Demonstrates “cutting-edge” technologies and knowledge in area of expertise; effectively transmits these new concepts to trainees.

2. Effective teacher of residents, students, other trainees, and colleagues.

3. Participates in clinical research programs. This may include enrolling patient into clinical trials, analyzing clinical-pathological material, and contributing to design and analysis.

4. Demonstrates involvement in transmitting clinical knowledge through participation in lectures, postgraduate courses, and symposia.

5. Transmits new information as an author or co-author.
Practice-based learning and improvement that involves the investigation and evaluation of patient care, the appraisal and assimilation of scientific evidence, and improvements in patient care

1. Demonstrates excellence in clinical outcomes.
2. High level of patient satisfaction.
3. Strong approval of referring physicians.
Interpersonal and communication skills that result in the effective exchange of information and collaboration with patients, their families, and other health professionals.

1. Demonstrates excellence in ability to communicate effectively with other health care professionals.

2. Demonstrates excellence in educating and counseling patients and families.
**Professionalism**, as manifested through a commitment to fulfilling professional responsibilities, adhering to ethical principles, and showing sensitivity to patients of diverse backgrounds.

1. Maintains high standards of ethical behavior.
2. Demonstrates exemplary sensitivity to age, gender, and culture of patients and other health care professionals.
Systems-based practice, as manifested by actions that demonstrate an awareness of and responsiveness to the larger context and system of health care, as well as the ability to call effectively on other resources in the system to provide optimal health care.

1. Participates actively in local clinical practice committees; demonstrates leadership in these committees. Examples of such committees include Pharmacy and Therapeutics Committees, Credentials Committees, Quality Improvement Committees, and Blood Bank Committees, Outcomes Assessment Committees, Audit Committees.

2. Develops a reputation for delivering high quality, cost-effective patient care.

3. Collaborates well with other specialists and other health care professionals in overall patient management.
Promotion to Professor

a. Promotion to professor on the clinician-educator track requires that the candidate meet the above criteria over a sustained period of time.

b. The successful individual will be highly respected and expert clinician and/or clinical care provider in the area of expertise.

c. Contributions to teaching and/or research also must be sustained.
Promotion to Professor

In addition, the candidate must have a sphere of influence or significant reputation outside UT Southwestern.

Achieved by

a. Publication of original articles, reviews, chapters in textbooks
b. Invitations to speak at regional or national meetings
c. Development of clinical programs
d. Presence on external review panels
e. Leadership activities in regional or national organizations
Promotion to Professor

- Being sought out for consultation by physicians outside the institution
- Being the recipient of referrals from the community will further demonstrate evidence for a reputation that extends beyond our campus
How Do I Develop Myself to Meet the Various Criteria?
What can I do to achieve excellence in teaching?

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

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<th>Knowledge of the material</th>
<th>Institutional compliance and ethics</th>
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<td>Clarity of exposition</td>
<td>Effective communication skills</td>
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<td>Positive style of interaction with students</td>
<td>Helpfulness in learning</td>
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<tr>
<td>Availability</td>
<td>Ability to stimulate further education</td>
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<td>Professionalism</td>
<td>Ability to work effectively as part of the teaching team</td>
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What can I do to achieve excellence as a clinician?

- Strive to insure outstanding patient care and patient satisfaction
- Be recognized by your colleagues as an expert in an area – have your opinions solicited by others
- Stay up to date in your specialty
- Do you work in a timely, complete and careful fashion
- Do not be late, or cancel appointments or clinics
Important Things to Remember

- The P&T review process is confidential. Please do not contact your references or 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: http://www.utsouthwestern.edu/promten
Final Words of Advice

- Know which track you are in, the expectations, and the criteria for promotion
- Keep records 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
Questions?

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Here to support our faculty

UT Southwestern Medical Center