Demystifying the Promotion and Tenure Process

Byron Cryer, MD
Associate Dean
Office of Faculty Diversity & Development

Helen Yin, PhD
Associate Dean
Office of Women’s Careers

September 30, 2020
Raise Your Hand

If you would like to ask a question, please “raise your hand” by selecting the icon located at the bottom of your menu screen.
Learn to Lead!
Explore and Develop Your Leadership Potential

Junior Faculty LEAD Program

Now Accepting Applications for the Class of 2021

Leadership is about influence and the ability to make things happen, not just “being in charge.” Therefore, leadership skills are critically important for faculty success at any stage of the academic career.

- The LEAD Program is an in-house program at UT Southwestern designed for Junior Faculty who aspire to develop their leadership skills.
- The curriculum includes modules in self-discovery, communication, influence, negotiation, difficult conversations, inspiring trust and embracing diversity. Visit the LEAD webpage for module descriptions and schedules.
- The format includes didactic lectures, case studies and experiential activities. Participants will work with an executive coach and anchor the LEAD learning objectives with an Individual Capstone Leadership Project.

ELIGIBILITY:
All Assistant Professors and *Associate Professors (*with fewer than 4 years in rank) are eligible. Underrepresented in medicine faculty are particularly encouraged to apply.

APPLICATION PROCESS:
- The following materials must be submitted electronically to the Office of Faculty Diversity & Development by October 5, 2020:
  - A completed online application found on the LEAD webpage
  - Nominee Evaluation Form from Department Chair or Center Director
  - Curriculum Vitae in standardized UT Southwestern P&T Format
- For complete details or to download the application, visit the LEAD webpage.

The LEAD Program is a collaboration between the Office of Faculty Diversity & Development, Office of Women’s Careers, Organizational Development & Training, Human Resources, and Faculty Leaders at UT Southwestern.
Presenters

- Lance Terada, MD
  Chair of the Promotion & Tenure Committee; Professor, Departments of Internal Medicine & Surgery; Chief of Pulmonary & Critical Care Medicine

- W. P. Andrew Lee, MD
  Executive Vice President for Academic Affairs and Provost Dean, UT Southwestern Medical School

- Adam Brenner, MD
  Professor of Psychiatry; Vice Chair of Education; Residency Program Director for Psychiatry
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Lance Terada, MD
Chair of the Promotion and Tenure Committee
Professor of the Departments of Internal Medicine and Surgery
Chief of Pulmonary and Critical Care Medicine

September 30, 2020
Promotion & Tenure Process

- Faculty tracks
  - Tenure-Accruing/Tenure
  - Research
  - Clinical Scholar
  - Clinician-Educator
How to Find Out Which Track You are On

- Review your faculty reappointment letter
- If you need a copy of your reappointment letter, contact your departmental or division administrator

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<thead>
<tr>
<th>PRIMARY ACADEMIC TITLE</th>
<th>TRACK</th>
<th>TENURE STATUS</th>
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<tbody>
<tr>
<td>Assistant Professor</td>
<td>Clinician-Educator</td>
<td>Nontenured</td>
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DEPARTMENT: Internal Medicine

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<tr>
<th>PERIOD OF APPOINTMENT</th>
<th>PERCENT TIME</th>
<th>MONTHS</th>
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<tr>
<td>09/01/2019 - 08/31/2020</td>
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BASE SALARY: $55,000
SUPPLEMENTAL SALARY: $95,000
TOTAL SALARY*: $150,000

*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 15, 2019. 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 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 original contribution to the field, is it robust, and 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 essential contributions to multiple research programs. Participation in teaching is strongly encouraged.
  - Typical question: “Are they nationally recognized for their own critical contributions to research efforts?”
Promotion & Tenure Process

• Clinical Scholar Track
  - For individuals whose efforts are balanced between the conduct of original research or other highly visible scholarly activity and 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.
  ○ Academic participation must take the form of teaching activities which must be judged to be excellent to outstanding.
  ○ Candidates must have measureable scholarly activity.
  ○ Full professors must have a reputation or influence beyond UT Southwestern.
Promotion & Tenure Process

Chair or Center Director assembles promotion packet:

1. Nomination letter(s): primary and secondary appointments
2. Graduate program chair letter
3. Offer from another institution
4. Candidate’s CV (use UTSW standardized form, Revised 2020, includes teaching activities and grants/clinical trials activities)
5. Clinical activities
6. Press Ganey scores, UME and GME teaching evaluations will be provided by Faculty Affairs but must be checked and added to the packet
7. Publication examples
   - Up to 5 for assistant professors
   - Up to 10 for associate professors
8. Description of each publication
   - Use this to integrate and showcase your published work
9. List of up to 6 professional references
Promotion & Tenure Process

- Chair or Center Director submits packet to Dean’s office on October 15\textsuperscript{th} and December 1\textsuperscript{st}.
- Dean’s office submits packet to chair of P&T committee
- Chair assigns to member(s) of P&T committee for review
- Review commences
  - References are contacted (listed and unlisted)
  - Teaching evaluated by contacting residents, postdocs, students, nurses, course directors, etc.
  - Citizenship evaluated by contacting in-house colleagues
  - Typically at least 10 reviews (5 - >20) obtained by each member
Promotion & Tenure Process

- Members present review of candidate to full P&T committee
  - Committee meets every Wednesday from December to spring/summer
  - Reviewers present findings and make a recommendation
  - The Committee has an open discussion
  - Committee members vote anonymously, majority required for recommendation. Members must abstain from voting for candidates of their own department.
  - Close votes may be discussed further
- Chair records minutes of meeting, reports vote to Dean’s office
- Dean’s office notifies department chair of decision
Promotion & Tenure Process

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

• Remember:
  o The P&T review process is confidential. Please do not contact P&T committee members.
  o Teaching and citizenship are important in addition to research and patient care.
  o Make sure that you are on the appropriate track.
  o Know the criteria for promotion in your track.
  o www.utsouthwestern.edu/promten
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W. P. Andrew Lee, MD
Executive Vice President for Academic Affairs
and Provost Dean,
UT Southwestern Medical Center

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Adam M. Brenner, MD
Professor of Psychiatry
Vice Chair for Education
Residency Training Director in Psychiatry

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Departmental Role in Faculty Promotion at UT Southwestern:

Your Department Wants You to Succeed
Departmental Faculty Development: Goals, Process, Outcome

→ To **develop** a distinguished and diverse faculty who excel in research, education, and clinical care.

→ To **support and mentor** each faculty member in academic excellence, within track

→ To **celebrate together** faculty achievements, promotions and professional honors.
Support: What Can your Department Contribute?

- Educates faculty re. standards for promotion
- Appoint ‘Advisors’ to guide promotion and advancement, independent of supervisors
- Offer faculty development sessions on promotion-related topics
- Provide technical resources: develop Core expertise—for basic-, translational- and clinical-outcome research
- Connections to collaborate – within dept, across depts, and through attendance at 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 evals, Patient evals, etc.
- The Promotion Letter
  - May be drafted by your supervisor, department staff, or you
  - Should be organized, detailed, and complete – NOT THE TIME FOR MODESTY
  - Include input from different supervisors, learners, stakeholders
What does Psychiatry do to Support Promotion?

- At recruitment, we discuss rank, track, promotion, and review UT Southwestern CV format
- At A&P presentation, we assign a senior Promotion Advisor
- At hire, we discuss ‘promotion’ in On-Boarding
- Pilot program to embed researchers into clinical care for clinical research/report development
What does Psychiatry do to Support Promotion?

- Annual department retreat: discussion groups and workshops
- Core programs for research: basic laboratory and clinical translational
- Protected Time (albeit small) for Academic Productivity
- New: Monthly Faculty Development Webinar
- FOSTERING A CULTURE OF MENTORING
The Value of Mentoring

- Improved experience of career guidance, personal development, satisfaction
- Increased research productivity
- Improved faculty retention
- Preliminary evidence faster promotion

- Choi et al: Developing a Culture of Mentorship. *Acad Med*, 2018
Culture of Mentorship

- No successful faculty member is an island!
- Mentoring means:
  1. Support – sharing the stress
  2. Guidance – from idea, to workshop, to presentation, to publication
  3. Feedback – the encouraging and sometimes painful truth
  4. Opportunities – connections, connections, connections
Your Role as Department Member

- Keep the end in mind
- Participate in programs
- Be an engaged mentee
- Keep your own records

ALIGNMENT
- Do you know what your department’s priorities are?
- Can you frame your interests within those priorities?

- Pay it forward
Celebrate

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

Office of Faculty Diversity & Development
Office of Women’s Careers
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Byron Cryer, MD
Associate Dean
Office of Faculty Diversity & Development

September 30, 2020
Track-Specific Workshops

The Office of Faculty Diversity & Development and the Office of Women’s Careers are launching academic track-specific workshops as a follow-up to the annual Promotion & Tenure Symposium.

Workshops will address:

- The Development of Independence & Impact
- Building a Regional Reputation
- Building a National Reputation
- The Evaluation of Teaching Excellence
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<tr>
<th>Track</th>
<th>Date</th>
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<tr>
<td>Clinical Scholar Track</td>
<td>Thursday, October 22, 2020</td>
<td>Virtual</td>
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<tr>
<td>Presenters:</td>
<td>Marlene Corton, MD</td>
<td>Jeffrey Cadeddu, MD</td>
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<tr>
<td>Tenure-Accruing/Tenure Track</td>
<td>Thursday November 5, 2020</td>
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<td>Presenters:</td>
<td>Jane Johnson, PhD</td>
<td>Lance Terada, MD</td>
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<td>Clinician-Educator Track</td>
<td>Thursday, January 14, 2021</td>
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<td>Presenters:</td>
<td>Diane Twickler, MD</td>
<td>Greg Modrall, MD</td>
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<td>Research Track</td>
<td>Thursday, February 18, 2021</td>
<td>Virtual</td>
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<td>Presenters:</td>
<td>Carol Wise, PhD</td>
<td>Steven Kliewer, PhD</td>
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