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 26, 2017
Presenters

• Lance Terada, MD
  Professor of the Department of Internal Medicine and Surgery, Chief of Pulmonary and Critical Care Medicine, and Chair of the Promotion & Tenure Committee

• Greg Fitz, MD
  Dean of UT Southwestern Medical School, Executive Vice President & Provost of UT Southwestern Medical Center

• Carol Tamminga, MD
  Professor and Chair of the Department of Psychiatry
Demystifying the Promotion and Tenure Process

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Professor of the Department of Internal Medicine and Surgery
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September 26, 2017
Promotion & Tenure Process

- Faculty tracks
  - Tenure-Accruing
  - Research
  - Clinical Scholar
  - Clinician-Educator
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, 2013

Faculty Member, Ph.D.

MEMORANDUM OF APPOINTMENT, 2013-2014 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 appointed to the following position.

<table>
<thead>
<tr>
<th>PRIMARY ACADEMIC TITLE</th>
<th>TRACK</th>
<th>TENURE STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor</td>
<td>Clinician-Educator</td>
<td>Nontenured Clinical</td>
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<thead>
<tr>
<th>DEPARTMENT</th>
<th>PERIOD OF APPOINTMENT</th>
<th>PERCENT TIME</th>
<th>MONTHS</th>
</tr>
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<tbody>
<tr>
<td>Internal Medicine</td>
<td>9/1/2013 – 8/31/2014</td>
<td>100%</td>
<td>12</td>
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<tr>
<th>BASE SALARY</th>
<th>SUPPLEMENTAL SALARY</th>
<th>TOTAL SALARY*</th>
</tr>
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<tbody>
<tr>
<td>$50,000</td>
<td>$50,000</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

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, 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, 2013. 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 stated above is from contracts, grants, gifts, bequests, or endowments the obligation of the institution with respect to the payment thereof is subject to the receipt of such funds.
Promotion & Tenure Process

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

• Research Track
  o For individuals who predominantly do research but may not direct an independent research program
  o Promotion requires a national reputation as an independent research scientist or essential contributions to multiple research programs. Participation in teaching is highly desirable.
  o 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 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 measurable 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)
5. Teaching portfolio
6. Teaching evaluations
7. Clinical activities
8. Press Ganey scores
9. Grant support
10. Publication examples
   - Up to 5 for assistant professors
   - Up to 10 for associate professors
11. Description of each publication
12. List of 5–6 professional references
Changes to the Promotion and Tenure (P&T) Packet Requirements (checklist)

12. **A separate description of each publication, if publications are included:**
   Guidelines: The candidate should provide an introductory paragraph that tells a story about the significance of his or her research contributions. It should include a description of what was learned in each published work, the significance of that work and the impact on the field. **In addition, the candidate should explain their specific contributions to the study, particularly in publications including multiple PIs or in which their contribution was unique and essential.** The publication descriptions should follow this summary and end with a concluding paragraph.

13. **Full Professional References**
   Guidelines: Verify and supply current contact information, especially telephone, fax and email addresses, of **four to six individuals** who are familiar with the nominee’s qualifications and reputation. **Clearly, highly regarded individuals provide the best recommendations, if positive.** Reviewers will conduct telephone interviews with individuals locally, nationally, or abroad, **so be sure that these individuals know your work.** In some circumstances, members of UT Southwestern Departments/Centers and/or local physicians may be appropriate references, but references outside of UT Southwestern should be included, if available. **Note: Not all individuals named by the Department Chair/Center Director will be called, so it would be inappropriate for the Department Chair/Center Director to pre-establish the referee’s availability or willingness to be consulted.**
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 April
  - Reviewers present findings and make recommendation
  - Chair asks for additional comments/questions
  - Committee votes anonymously, majority required for recommendation
  - Close votes are 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:

- The P&T review process is confidential. Please do not contact 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.
- [www.utsouthwestern.edu/promten](http://www.utsouthwestern.edu/promten)
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Dean of UTSW Medical School, Executive Vice President and Provost of UTSW Medical Center

September 26, 2017
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Carol Tamminga, MD
Professor and Chairman
Department of Psychiatry

September 26, 2017
Departmental Role in Faculty Promotion at UT Southwestern:

Your Department Wants You to Succeed
Departmental Faculty Development Goals:
→ To mentor each faculty member in academic excellence, within track.
→ To develop a distinguished and diverse faculty who excel in research, teaching and/or clinical care.
→ to celebrate faculty achievements, promotions and professional honors.
To Encourage UT Southwestern Medical Center-wide Educational Programs:

- **UTSW Medical School**: within Discipline, Lectures and Programs; attend to list servs
- **UTSW Graduate School of Medical Sciences**: Lectures, Seminars and Courses
- **Center for Translational Medicine (and CTSA)**: Courses, Degree Courses and Lectures
- **Mechanisms of Disease and Translational Science (HHMI) Program**
- **Office of Faculty Diversity and Development** (Leadership seminars and courses)
- **Goal**: Use these resources to develop cutting edge knowledge and techniques in your specialty area
September 19, 2017
NG2.112 MEDICAL EDUCATION & CONFERENCE CENTER, T. BOONE PICKENS AUDITORIUM

1:00 - 4:15 P.M.
INTRODUCTION 1:00 P.M.

FEATURED SPEAKERS:

XIAOCHUN LI, PH.D.  1:10 PM
Molecular Genetics, Biophysics
Molecular Insights Into Lysosomal Membrane Proteins

EISA ARABY, PH.D.  1:25 PM
Pathology
Immune Evasion Mechanisms in Lung Cancer

SANJAY MALHOTRA, PH.D.  1:40 PM
Pathology
Defining Metastatic Latency and Outgrowth

DON GABONK, PH.D.  1:55 PM
Microbiology
Defining Viral-Host Interactions Through Novel Invertebrate Model Systems

FELI WEAYE, PH.D.  2:10 PM
Internal Medicine, Cell Biology
Revealing the Role of Autophagy in Yeast Gametogenesis

BREAK  2:25 - 2:45 P.M.

LUKASZ JOACHIMRAK, PH.D.  2:50 PM
Center for Alzheimer’s and Neurodegenerative Diseases, Biochemistry
Integrated Structural Biology Capturing the Dynamics of Proteins and Complexes

STEVEN SHABE, PH.D.  3:05 PM
Psychiatry, Neuroscience
Reward Circuit Function in Animal Models of Depression

JAE MO PARK, PH.D.  3:20 PM
Advanced Imaging Research Center, Radiology
Imaging Cerebral Metabolism Using Hyperpolarized MR Spectroscopy: Opportunities in Basic Science and Clinics

TAKUSHI KITAMURA, PH.D.  3:35 PM
Psychiatry, Neuroscience
New Brain Circuit for Episodic Memory Formation

XIAOCHEN BAI, PH.D.  3:50 PM
Biochemistry, Cell Biology
Visualizing Macromolecular Machines in Action by Cryo-EM

CLOSING REMARKS  4:05 PM
Specific Programs and Cores

- Within your specialty, you can network with scholars world-wide to develop academic colleagues with whom to learn, review and develop new knowledge and collaborate.
- UT Southwestern has one of the best basic and translational Core programs, with cross-departmental access: methodologies.
- Seek collaborations, nationally and abroad.
- Consider all collaborative options to expand your scientific expertise; cross-departmental and within departments.
What Does your Department Contribute?

- It *interprets* standards for promotion based on national and P&T committee norms.
- It *clarifies progress* within the clinician-educator, clinical scholar, research, and tenure tracks.
- It can *appoint* ‘career’ advisors for promotion and advancement, independent of supervisors.
- Sponsor discussions of promotion-related topics.
- Departments provide *core technical resources*; advantage research collaborations; develop Core expertise—for basic-, translational- and clinical-outcome research.
- Then, there is the *letter* to P&T committee.......
SAVE THE DATE

Strategies for Early Academic Success: A Faculty Development Symposium Sponsored by the O’Donnell Brain Institute

November 17, 2017
12:00pm-5:00pm
Clements University Hospital Lecture Hall: UH02.138
Department of Psychiatry Development Programs

- Individual faculty Career Advising Program.....
- Departmental Promotions and Appointments Committee to track faculty development and promote advising.....
- Senior faculty training in advising and mentoring....
- Faculty group Advising at department retreats; discussion groups......
- Mentoring within Divisions, specific to individuals and specific to track, eg, national meeting; local reputations
- Core programs for research: basic laboratory and clinical translational
- Acknowledge achievements to departmental colleagues (via announcements at Retreats and departmental communication)......
- Protected Time (albeit small) for Academic Productivity
GO FOR IT:

YOUR SUCCESS is success for Your Department and UT Southwestern

We are in this together!
Questions?
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

Office of Faculty Diversity & Development
Office of Women’s Careers
# 2017-2018 P&T Workshop Dates

<table>
<thead>
<tr>
<th>Track</th>
<th>Date</th>
<th>Room</th>
<th>Time</th>
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<tbody>
<tr>
<td>Clinical Scholar Track</td>
<td>Thursday, October 19, 2017</td>
<td>D1.200; noon – 1:00 p.m.</td>
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<tr>
<td>Presenters:</td>
<td>Marlene Corton, MD</td>
<td></td>
<td>Jeffrey Cadeddu, MD</td>
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<tr>
<td>Tenure-Accruing Track</td>
<td>Thursday, November 16, 2017</td>
<td>ND13.218; noon – 1:00 p.m.</td>
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<tr>
<td>Presenters:</td>
<td>Ege Kavalali, PhD</td>
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<td>Lance Terada, MD</td>
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<tr>
<td>Clinician-Educator Track</td>
<td>Thursday, January 18, 2018</td>
<td>D1.602; noon – 1:00 p.m.</td>
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<td>Presenters:</td>
<td>Diane Twickler, MD</td>
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<td>Michel Baum, MD</td>
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<tr>
<td>Research Track</td>
<td>Thursday, February 22, 2018</td>
<td>ND13.218; noon – 1:00 p.m.</td>
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<tr>
<td>Presenters:</td>
<td>Beatriz Fontoura, PhD</td>
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<td>Steven Kliewer, PhD</td>
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**Lunch provided**

Office of Faculty Diversity & Development
Office of Women’s Careers