Promotion & Tenure Workshop
Clinician-Educator Track

Panelists:
Diane Twickler, MD, Greg Modrall, MD, and Sharon Reimold, MD

Moderator
Byron Cryer, MD

January 27, 2022
Promotion & Tenure Workshop
Clinician-Educator Track

Moderator

Byron Cryer, MD
Associate Dean of Faculty Development
Professor of Internal Medicine

Office of Faculty Diversity & Development
Office of Women’s Careers
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Essential Website For P&T:
www.utsouthwestern.edu/promten
To give us a sense of who is in the audience today, we will poll:

Assistant Professors
Associate Professors
Everyone
Assistant Professors Only: How many years have you been on the Clinician-Educator Track?

- <1 year
- 1-5 years
- 5-10 years
- 10-15 years
- 15+ years
<table>
<thead>
<tr>
<th>Time Period</th>
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<tr>
<td>&lt;1 year</td>
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<td>1-5 years</td>
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Poll for Everyone: What is your level of understanding of how to get promoted on the Clinician-Educator 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 Clinician-Educator track?
Promotion & Tenure Workshop
Clinician-Educator Track

Presenter:
Greg Modrall, MD
Professor of Surgery
Chief of Surgical Service, Dallas VA Medical Center

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Academic Tracks

- The Track you are on should reflect how you spend your time:
  - Tenure Track
  - Clinical Scholar Track
  - Research Track
  - Clinician-Educator Track
    - (80%-100% of time devoted to Clinical Activity)
  - Clinician (NEW)
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/Centers
(n = 2,071)*

- Clinician-Educator: 1550 (75%)
- Clinical Scholar: 210 (10%)
- Research: 146 (7%)
- Tenure-Accruing/Tenure: 164 (8%)
- Clinician (NEW): 1 (0%)

*as of January 2, 2022
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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UT Southwestern Medical Center
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.
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

<table>
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<tr>
<th>Month</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>
</tr>
<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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<tr>
<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 the 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 [www.utsouthwestern.edu/promten](http://www.utsouthwestern.edu/promten)
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.
  - Grand Rounds and Invited Talks
  - Studies you participate in even if you are not an author
  - Organizations for which you are a member (VOLUNTEER)
  - Letters from students, patients or parents
  - Keep your teaching evaluations, RVU’s, patient satisfaction ratings
  - Committees you serve on for the department, hospital or school (VOLUNTEER)
  - 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

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UT Southwestern Medical Center
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 & Tenure Workshop
Clinician-Educator Track

Presenter:
Diane Twickler, MD
Professor of Radiology and Obstetrics & Gynecology
Vice Chair of Academic Affairs for Radiology
Promotion Criteria for Clinician Educators
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.
  - 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.
  - 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

- Promotion to professor on the clinician-educator track requires that the candidate meet the above criteria over a sustained period of time.
- The successful individual will be highly respected and expert clinician and/or clinical care provider in the area of expertise.
- 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

- Publication of original articles, reviews, chapters in textbooks
- Invitations to speak at regional or national meetings
- Development of clinical programs
- Presence on external review panels
- 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:

<table>
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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>
</tr>
<tr>
<td>Positive style of interaction with students</td>
<td>Helpfulness in learning</td>
</tr>
<tr>
<td>Availability</td>
<td>Ability to stimulate further education</td>
</tr>
<tr>
<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 ensure 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 P&T committee members.

- It is common courtesy to notify listed references.

- 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](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
Promotion & Tenure Workshop
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 Presenter:  
Sharon Reimold, MD  
Professor of Internal Medicine  
Vice Chair for Clinical Operations and Faculty Development

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Office of Women’s Careers
Clinician Track

- For individuals who spend the great majority of time in:
  - Patient care and/or clinical program administration (typically 95% or greater)
- Participation in other areas is essential:
  - broader educational and academic missions of UT Southwestern
- Citizenship as a member of the UT Southwestern community, by:
  - actively participating on committees, working groups, and task forces and
  - a recognized attitude that prioritizes community service over personal interests
- Medical school faculty only
What Determines Success on the Clinician Track?

1. **Excellence in Clinical Service:**
   - **excellent reputation** among peers and trainees, evidenced by testimonials, requests for consultation, or wide recognition of special expertise by colleagues
   - **high ratings** in patient and family satisfaction surveys
   - **outstanding outcomes**, clinical productivity, and clinical performance metrics
   - **leadership in quality initiatives and performance improvements**
   - **clinical program development and governance**
2. Academic Participation

- The nominee **must** demonstrate significant achievement in **at least one** of the following:
  - **excellence as a teacher**, including formal mentoring or precepting junior faculty, trainees, students, or other members of the community
  - active participation in **scholarly activities** such as clinical trials, observational research, or any other published means of generating or disseminating knowledge, including book chapters, clinical case and series reports, web publications, or national clinical guidelines
  - regional or national **leadership in quality improvement or innovation and high-value healthcare**
  - active **committee participation** or **leadership in regional or national organizations** and invitations to participate in **extra-institutional CME activities**
  - **leadership** in promoting **diversity and a culture of inclusion** or participation in **community engagement**.
What Determines Success on the Clinician Track?

3. Citizenship as a Member of the UT Southwestern Community
   - demonstrated by willingness to take part in committees, working groups, and task forces, and a recognized attitude that prioritizes community service over personal interests.
Promotion Criteria

- **Clinician Track must** participate in the **broader educational and academic missions** to warrant academic promotion, separating this track from *Faculty Associates*

- Scholarship may satisfy this academic requirement but is not essential on this track, separating this track from the *Clinician-Educator Track*
Switching Tracks

• If currently on another track, anytime after September 1, 2021

• A formal letter of request from the Chair/Center Director should follow the format and process detailed on the intranet

• The letter should include:
  o Justification for track switch
  o Draft modified letter of intent
Clinician Track Academic Titles

• Strong clinical focus will be recognized:
  o Clinical Assistant Professor of Department x
  o Clinical Associate Professor of Department x
  o Clinical Professor of Department x

• Volunteer faculty will receive a different academic title
Time to Promotion

• Appropriate timing of promotion will vary depending on clinical experience of the clinician faculty member.

• The first group of Clinician Track faculty who will be eligible for promotion will be considered by P&T committee between December 2022-April 2023.

• If successfully promoted, the Clinician promotion will become effective September 1, 2023

• Potential track switches and timing of potential promotion should be discussed with Department Chair and/or Division Chief.
Time to Promotion

- Track switches typically require a 3-year period of evaluation in track before faculty member is eligible for promotion.

- A CLINICIAN Track faculty who switches from another track could be eligible for promotion in time frames less than 3 years if:
  - Chair/Center Director requests a waiver of the 3 year wait period for consideration of promotion after a track switch and it is approved by Dean.
  - If the waiver is approved by the Dean, the department could then submit the faculty member’s P&T packet for consideration/review during fall of 2022.
Questions?

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Thank You!

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Here to support our faculty