Promotion & Tenure Workshop
Tenure-Accruing/Tenure Track

Panelists:
Jane Johnson, PhD and Lance Terada, MD

Moderator
Helen Yin, PhD

November 4, 2021
Promotion & Tenure Workshop
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Moderator

Helen Yin, PhD
Associate Dean, Office of Women’s Careers
Professor of Physiology
Raise Your Hand

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.
UT Southwestern Has Five Faculty Tracks

- Five academic tracks
  - Tenure-Accruing/Tenure
  - Clinical Scholar
  - Clinician-Educator
  - Research
  - Clinician (New)

- These tracks have different expectations for the distribution of a faculty’s contribution to research, clinical and teaching missions.
### Distribution of UT Southwestern Full-Time Assistant Professors

#### Percent Full-Time Assistant Professors by Track

<table>
<thead>
<tr>
<th>Track</th>
<th>Basic Science Depts./Centers</th>
<th>Clinical Depts./Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure-Accruing</td>
<td>N: 146, 53%</td>
<td>N: 1,080, 85%</td>
</tr>
<tr>
<td>Research</td>
<td>45%</td>
<td>6%</td>
</tr>
<tr>
<td>Clinician-Educator</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Clinical Scholar</td>
<td>1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Clinician (NEW)</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

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Office of Faculty Diversity & Development
Office of Women’s Careers
Essential Website For P&T:
www.utsouthwestern.edu/promten
UT Southwestern's Faculty Promotion and Tenure Committee Leadership

Lance Terada, Chair

Jessica Moreland, Co-Chair

Michel Baum, Co-Chair
Promotion & Tenure Workshop
Tenure-Accruing/Tenure Track

Presenter

Jane Johnson, PhD
Professor of Neuroscience and Pharmacology
Academic Tracks and Tenure

• Promotion in the Tenure-Accruing/Tenure Track from Assistant to Associate Professor is in the majority of cases coupled with the award of tenure.

• Promotion in the other tracks is not coupled to tenure.
What is Tenure?

- “Job security”: a tenured faculty may not be dismissed without cause and due process.
- Designed to promote free inquiry, open debate, freedom from capricious decisions.
- Requires major institutional commitment, especially since there is no mandatory retirement.
- Tenure does not guarantee salary
  - salary may be reduced to the base level
  - appointment may be reduced to 9 months
**The Tenure Track Has an Eight Year Probationary Period ("Tenure Clock")**

- When does the clock start?
- It starts on the **first Sept 1** since your appointment as a faculty at UT Southwestern.

<table>
<thead>
<tr>
<th>Initial Academic Appointment</th>
<th>Tenure Clock Starts</th>
<th>Usual 1st nomination (in year 6 or 7)</th>
<th>Last possible nomination (in year 8)</th>
<th>If promotion is not approved, will be terminated at end of year 8</th>
</tr>
</thead>
</table>

- Prior service at another institution does not count as "clock time" here.
“Quirks” in the Eight Year Tenure Clock

- Clock starts on the first Sept 1 since your appointment at UT Southwestern.

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</table>
Stopping The Clock

• Extension of maximum probationary period (“stop the clock”)
  ▪ Official leave of absence
  ▪ Personal circumstances that slow down academic productivity
  ▪ COVID-19 pandemic considerations
• Extension is granted one year at a time, for a maximum of two years.
• Extension should be requested in writing to the Dean after consultation with your Department Chair/Center Director.
• The time frame to request an extension is typically in years 5-6, but can be varied depending on circumstances.
• Extensions are granted at the discretion of the Dean.
Track Switching

• A change in job description may justify a change in track.

• Requests to leave the tenure track will not be granted without a major change of job description.

• Considerations for promotion will be delayed for three years after track change.
Before You Start

- Make sure that you are on the appropriate academic track.
- Know the criteria for promotion in your track
Promotion Criteria
For The Tenure-Accruing/Tenure Track
Promotion From Assistant to Associate Professor

- Publications as an independent investigator
- Extramural funding as a principal investigator
- National and international recognition for research
- Excellent teaching
- Academic citizenship at the national and local levels
- Local reputation for clinical activity (if appropriate)
Promotion From Associate Professor to Professor

- Research must be original, significant, and sustained
- *Sustained* productivity as an Associate Professor
- *Sustained* excellent national/international reputation
- The candidate is expected to have brought prestige and honor to UT Southwestern
- Leadership
- Excellence in teaching and citizenship at UT Southwestern
Promotion Currencies
The Currency For Promotion on The Tenure-Accruing/Tenure Track

- National & International Reputation
- Clinical & Teaching
- Grants
- Scientific Publications
- Other
Scientific Publications

- Original research published in respected journals appropriate for own specialty
- Publication as an independent investigator (usually as last/senior author)
- In team based research, evidence that you are a **key contributor** to the overall research program
- Publications
  - quality
  - impact
  - quantity
Impact

• Performed innovative, cutting-edge research on important questions in the field.

• Transformed the field.

• Catalyzed the establishment of new methods or new avenues of investigation.
## Grants: Examples of Peer Reviewed Extramural Funding

<table>
<thead>
<tr>
<th>Principal Investigator of Federal Extramural Grants</th>
<th>Principal Investigator of Non-Federal Extramural Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>• NIH R01</td>
<td>• Research foundation grants</td>
</tr>
<tr>
<td>• NIH Program Projects</td>
<td>• CPRIT</td>
</tr>
<tr>
<td>• NIH Consortium Grants (U)</td>
<td>• Industry sponsored grants</td>
</tr>
<tr>
<td>• VA Merit Awards</td>
<td>(investigator initiated/clinical trials)</td>
</tr>
<tr>
<td>• Department of Defense</td>
<td></td>
</tr>
<tr>
<td>• National Science Foundation</td>
<td></td>
</tr>
</tbody>
</table>
Promotion & Tenure Workshop
Tenure-Accruing/Tenure Track

Presenter

Lance Terada, MD
Professor of Internal Medicine and Surgery

Office of Faculty Diversity & Development
Office of Women’s Careers
National & International Reputation

- High impact publications
- Invited as a seminar speaker by other Universities
- Presentations in national/international scientific meetings (invited speaker/selected from abstracts)
- Organize scientific meetings
- Invited scientific reviews as evidence of external reputation
- Manuscript review/editorial boards
- Study sections/grant review panels
- Leadership & committee service for national organizations
National & International Reputation
For An Assistant Professor

- High impact publications
- Invited as a seminar speaker by other Universities
- Presentations in national/international scientific meetings (invited speaker/selected from abstracts)
- Organize scientific meetings
- Invited scientific reviews as evidence for external reputation
- Manuscript reviews (ad hoc/editorial boards)
- Study sections (ad hoc/grant review panels)
- Leadership & committee service for national organizations
The Currency For Promotion on The Tenure-Accruing/Tenure Track

- National & International Reputation
- Clinical & Teaching
- Grants
- Scientific Publications
- Other
Teaching

- Didactic courses (course director, contributor)
- Small group student teaching (clinical or research)
- Research mentoring of students and postdoctoral fellows
- Contribution to Graduate Programs (if applicable)
  - qualifying exam committees
  - dissertation committees
- The Promotion Package includes a letter from the Graduate Program Chair
Other

- Citizenship at UT Southwestern
- Citizenship at the national level
Practical Guide to Increase Your Major Currencies For Promotion

• 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
  ▪ proactively seek opportunities for giving seminars/talks at other institutions and at meetings
Be Informed & Do Not Do It Alone!

• Seek advice from faculty in your department or other departments (find scientific, career and peer mentors).

• Cultivate a relation 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.
Time Management - A Balancing Act

• Institutional commitments can have direct and indirect benefits.

• Prioritize these commitments
  ▪ know what is important
  ▪ do not become overextended
  ▪ get guidance from your “boss” and mentors

• You are responsible for your own career progress!
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.

- See the P&T Packet Requirements checklist on the website.

www.utsouthwestern.edu/promten
# Promotion Timeline

<table>
<thead>
<tr>
<th>Month/Phase</th>
<th>Description</th>
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<tbody>
<tr>
<td>July-Sept</td>
<td>The Department Chair/Center Director, with input from Advisory Committees and/or Division Chiefs, decides whom to nominate for promotion.</td>
</tr>
<tr>
<td>Sept-Oct</td>
<td>Approved Faculty members prepare full Promotion Packets</td>
</tr>
<tr>
<td>Oct 1 and Nov 15</td>
<td>Packets submitted to Chair’s office</td>
</tr>
<tr>
<td>Oct 15 and Dec 1</td>
<td>Chair submits Promotion Packets to Dean’s office</td>
</tr>
<tr>
<td>Nov – April</td>
<td>P&amp;T Committee meets and makes recommendation to the Dean</td>
</tr>
<tr>
<td></td>
<td>Dean approves/disapproves promotion</td>
</tr>
<tr>
<td>Sept 1 (next academic year)</td>
<td>Promotion effective</td>
</tr>
</tbody>
</table>
The P&T Committee’s Review Process

• Each candidate is reviewed independently by at least 2 P&T members.

• The 2 reviewers present their findings to the full P&T Committee.

• Findings are discussed and P&T members vote by anonymous ballots electronically (Members from candidate’s department participate in the discussion but do not vote).

• Decisions are determined by a majority vote

• The Provost/Dean makes the final decision.
External and Internal Experts Are Interviewed by Telephone Calls

- **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 with tenure at the reviewer’s institution?

- **Local references:**
  - contribution to the academic mission?
  - teaching abilities?
  - clinical expertise?
  - if clinical, would he/she refer a family member as a patient to the candidate?

- **Interactions between the promotion candidate & references**
Unwritten Rules

• Be aware of the unwritten criteria:
  ▪ collegiality
  ▪ teamwork
  ▪ interpersonal skills

• You are continuously being assessed by:
  ▪ colleagues
  ▪ laboratory staff
  ▪ trainees
  ▪ patients (if appropriate)
  ▪ nurses & other health-care professionals
Final Words of Advice

• Know the expectations and the criteria for promotion.

• Prospectively record your activities.

• Cultivate mentoring relations with senior and peer faculty.

• Remember that everyone with whom you interact is a person who will potentially be asked to comment on your performance.
Questions?