Promotion & Tenure Workshop
Research Track

Panelist:
Steven Kliwer, PhD

Moderator
Helen Yin, PhD

Office of Faculty Diversity & Development
Office of Women’s Careers
Promotion & Tenure Workshop
Research Track

Moderator
Helen Yin, PhD
Associate Dean, Office of Women's Careers,
Office of Faculty Diversity and Development
Professor of Physiology
Raise Your Hand

If you would like to ask a question, please “raise your hand” by selecting Participants 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.
Essential Website For P&T:

www.utsouthwestern.edu/promten
Promotion & Tenure Workshop
Research Track

Steven Kliewer, PhD
Professor of Molecular Biology & Pharmacology
UT Southwestern has Four Faculty Tracks

- Four academic tracks
  - Tenure-Accruing (tenure track)
  - Clinical Scholar
  - Clinician-Educator
  - Research

These tracks have different expectations and distribution of a faculty’s contribution to research, clinical and teaching missions
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, 2012

Faculty A. Member, M.D.

MEMORANDUM OF APPOINTMENT, 2012-2013 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 reappointed to the following position:

<table>
<thead>
<tr>
<th>PRIMARY ACADEMIC TITLE</th>
<th>TRACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>Clinician</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>PERIOD OF APPOINTMENT</th>
<th>PERCENT TIME</th>
<th>MONTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Medicine</td>
<td>09/01/2012 - 08/31/2013</td>
<td>100%</td>
<td>12</td>
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<table>
<thead>
<tr>
<th>BASE SALARY</th>
<th>SUPPLEMENTAL SALARY</th>
<th>TOTAL SALARY*</th>
</tr>
</thead>
<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 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 21, 2012. 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.
Academic Track Composition
Current UT Southwestern Full time and Part time
Basic Science/Clinical Faculty (n = 2,930)

<table>
<thead>
<tr>
<th>Track</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Scholar</td>
<td>9%</td>
<td>252</td>
</tr>
<tr>
<td>Research</td>
<td>12%</td>
<td>349</td>
</tr>
<tr>
<td>Tenure-Accruing/Tenure</td>
<td>13%</td>
<td>376</td>
</tr>
<tr>
<td>Clinician-Educator</td>
<td>67%</td>
<td>1,953</td>
</tr>
</tbody>
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Data as of 2/2/2021

Office of Faculty Diversity & Development
Office of Women’s Careers
Distribution of All Faculty in the Research Track (n = 349)

- Professor: n = 148 (42%)
- Assistant Professor: n = 112 (32%)
- Associate Professor: n = 42 (12%)
- Instructor: n = 47 (14%)

Data as of 2/2/2021

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

- Track carries implications about compensation, distribution of time and sources of funds
Introduction to the Research Track and Promotion Criteria
The Research Track

- For individuals who predominantly do research
- May be independent or an important member of a collaborative research team
- Individual extramural funding is encouraged but not required
- Sources of salary support are primarily research grants (own grants or grants of the team PI)
- Does not offer tenure
Criteria for Promotion to Associate Professor

- National reputation as a research scientist or...
- Work is deemed to be essential to the success of multiple other research programs
- Suitability enhanced by participation in UT Southwestern teaching
- Good citizen at both national and UT Southwestern levels
National Reputation

- Publications
- Extramural funding
  - as a principal investigator (if appropriate)
  - as member of a team
- Seminars
  - at other institutions
  - at national meetings
- Review service for journals or panels
- Leadership or committee positions in national organizations
Scientific Publications

- Quality → innovative and published in respected journals
- Impact
- Quantity
- Senior authorships → evidence of independence
Extramural Funding

Principal Investigator or Participating Contributor to:

Federal extramural grants
- NIH R01
- NIH Program Projects
- NIH Consortium Grants (U)
- VA Merit Awards
- Department of Defense
- National Science Foundation

Non-federal foundation grants
- CPRIT
- Industry sponsored grants (investigator initiated/clinical trials)
Teaching

- Didactic courses (contributor, course director)
- 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
Criteria for Promotion to Professor

- *Sustained* productivity as an Associate Professor
- *Sustained* national reputation for scholarly excellence
- A leader in his/her field
- Has brought prestige and honor to UT Southwestern
Before You Start

- Make sure that you are on the appropriate academic track
- Know the criteria for promotion in your track

[www.utsouthwestern.edu/promten]
Track Switching

- A change in job description may justify a change in track
- Requests to change track will not be granted without a major change of job description
- Promotion will be delayed for three years after track change
Tips for Increasing Promotion Potential

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 seek speaking engagements at other academic institutions
More Tips for Increasing Promotion Potential

- Seek advice from faculty in your department or other departments (find scientific and career mentors, also peer mentors)
- Cultivate a relationship 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
Final Tip

You are responsible for your own career progress. Be proactive!
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
Nomination & Promotion Packet

- The Department Chair nominates candidates
- The Chair organizes a Promotion Packet:
  1. Chair’s letter of recommendation
  2. CV
  3. Teaching Portfolio
  4. Teaching Evaluations
  5. Clinical Service Responsibilities-RVU’s (if applicable)
  6. Grant Support (if applicable)
  7. Copy of Representative Publications with a one paragraph description
  8. References
The P&T Committee’s Review Process

- Each candidate is reviewed independently by at least two P&T members
- The two reviewers present their findings to the full P&T Committee
- Findings are discussed and P&T members vote by secret ballot electronically (Members from candidate’s department participate in the discussion but abstain from voting)
- A majority vote indicates a recommendation for promotion
- The Dean (Provost) makes the final decision
Evaluation is by Phone Interviews of External and Internal Experts

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 at the reviewer’s institution in a comparable track?

Local references:
- contribution to the academic mission?
- teaching abilities?
Unwritten Rules

- Be aware of the unwritten criteria:
  - collegiality
  - teamwork
  - interpersonal skills

- You are continuously being assessed by:
  - colleagues
  - laboratory staff
  - trainees
Final Words of Advice

- Be proactive
- Know the expectations and the criteria for promotion
- Record your activities
- Cultivate mentoring relations with senior and peer faculty
- Remember that everyone with whom you interact is a person who will potentially comment on your promotion
Q&A with Panelists

Steven Kliwer, PhD