

Starting University Clinical Careers Efficiently, Scholarly, and Successfully

Institutional Citizenship

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UT SOUTHWESTERN POLICY HANDBOOK

FAC-351 UT SOUTHWESTERN MEDICAL SCHOOL CRITERIA FOR PROMOTION AND TENURE

Criteria for Promotion on the Clinician-Educator Track

Promotion to Associate Professor

1. **Clinical/Patient Care Activities.** The nominee must spend the great majority of his or her time in clinical activities and patient care. Promotion requires that the nominee demonstrate sustained excellent clinical and/or health care provider performance. The nominee must have an excellent reputation among peers and trainees, and excellent ratings on patient satisfaction data, if available. Receiving consultation requests from colleagues inside and outside UT Southwestern and/or receiving referrals from the community further demonstrates excellence. The nominee is expected to hold board certification in his or her medical specialty.
2. **Academic Participation.** The nominee must make a measurable and valued contribution to the department's academic mission. This contribution must take the form of teaching activities (including mentoring junior faculty and/or trainees) which are excellent to outstanding. The nominee must distinguish himself or herself in one or more of the following areas; participation in the generation of knowledge, which is enhanced by his or her inclusion as a co-author, writing reviews or chapters of textbooks, invitations to speak at regional or national meetings, presence on external review panels, leadership activities in regional or national organizations, or invitations to participate in extra-institutional CME activities.
3. **Other Activities.** The nominee must be an excellent citizen within the UT Southwestern community. 

Assistant Professors: What's the definition of being an *excellent citizen*?

Institutional Citizenship

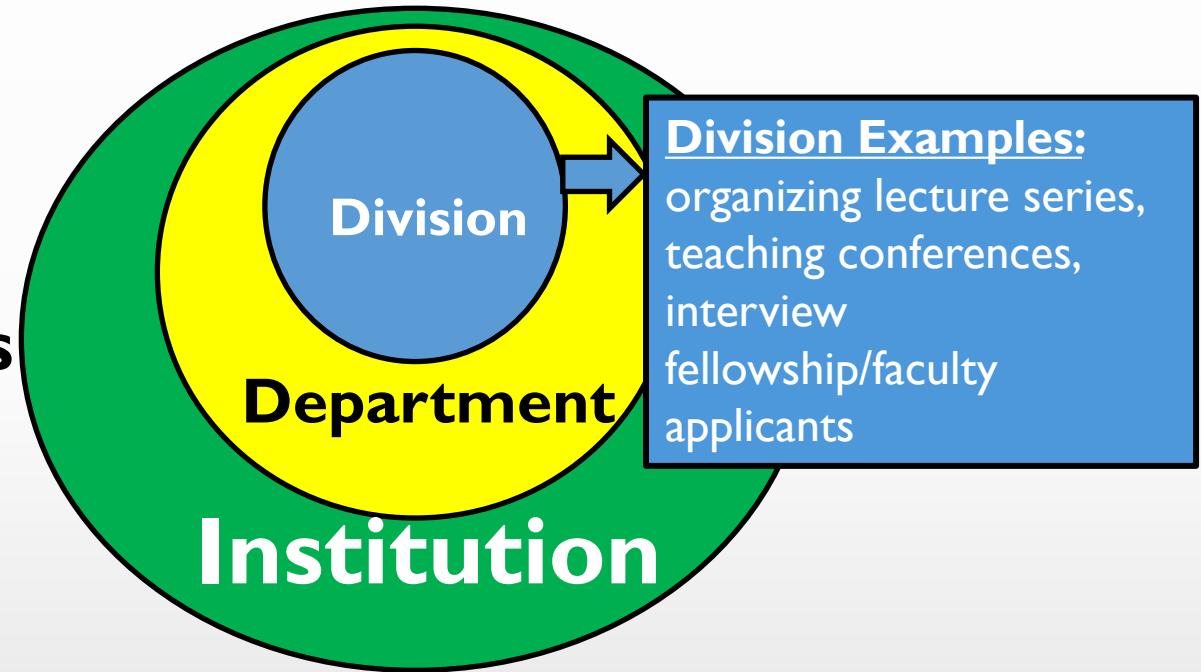
- This module reviews recommendations on how a faculty member can get involved with committees at UT Southwestern.
- It highlights how participation in the committee process is:
 - part of general citizenship
 - increases the faculty member's visibility
 - is a reputation building mechanism
 - helps form connections

Institutional Citizenship – Why?

- **Build Your Network for Success**
 - Find mentors outside your department
 - Develop collaborations
- **Networking and Developing Connections** help you to understand the strategic directions and priorities of our institution
- **Working to Support the Priorities of UT Southwestern** is key to your professional success
 - Align priorities

How to Get Started in Committee and Administrative Assignments

- Assignments typically **start locally** (i.e., the faculty member's **division**)
- Those engaged at the divisional level are selected for **departmental roles**
- Best performers at the departmental level are selected for **institutional roles**



- When you have local experience under your belt, seek out to join a departmental or institutional committee (first by finding out who is currently on these committees, and cultivate a relationship).

Examples of Committee Assignments and Administrative Roles

Committee Assignments

Med School Admissions Committee
IRB (*Institutional Review Board*)
Peer Review Committee

Administrative Roles

Clinic Director
Associate Program Director
Medical Student Clerkship Director

Note:

- All committees and administrative roles are not created equally
- University versus Hospital
- Be selective about your committees and administrative roles
- When deciding to say “yes,” evaluate the assignment’s:
 - a) Importance to the institution
 - b) Potential impact on your career
 - c) Potential to increase your *sphere of influence*
 - d) Time commitment and potential for distraction from your primary goals of:
 - **clinical care**
 - **educational contributions**
 - **scholarly production**

Time Management – A Balancing Act

- **Institutional commitments can have *direct* and *indirect* benefits for you:**
 - Extend your sphere of influence beyond your department
 - Institutional committee work provides opportunities for you to become known throughout UT Southwestern
 - You never know who is observing you
- **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**

Should I Say “Yes” to Committee Requests?

- Is it related to my primary job?
- Is it related to one of my important goals?
- Did I promise?
- Is it interesting, fun, satisfying? (Refreshing rather than draining)
- Could someone else do it?
- If I say yes to this, what will I need to say no to?

Reference: Celette Sugg Skinner, Ph.D.; UT Southwestern LEAD Course

How To Say “Yes”

- Articulate your understanding of what you are committing to (make sure it matches the other party’s expectations)
- Come to mutual understanding of what doing the task well will look like (e.g., how you and others will know you’ve done a good job)
- Identify resources available to help you (e.g., administrative help, technological resources)

How To Say “No”

- When you decide to say “no”, do it in a way that preserves the relationship
- Express thanks for being considered, and propose an alternative option to the requestor, if you have one
- Perhaps ask to be considered again at a later time

How to say “No”: Examples

- I can't, due to other commitments/priorities
- Now is not a good time because I am in the middle of **X**, How about we connect at **Y** time?
- I'd like to do this, but....
- I don't think I am the best person for this assignment, but I know **Dr. Z** would be a fantastic addition.

Institutional Citizenship

- Professionalism is an aspect of citizenship
 - No direct measurement
 - Are you a good colleague/person?
 - Do you pitch in when there are emergencies?
 - Do you volunteer to help without being asked?
 - Do you honor commitments?
 - Clinical – on call duties, clinic coverage, consult requests etc
 - Administrative – deadlines, committee work
 - Teaching – lectures, submitting evaluations, mentoring
 - Research

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IMPORTANT POINTS TO REMEMBER:

- Select your committee participation and administrative roles strategically to maximize your career advancement
- Administrative jobs and committee participation:
 - are viewed favorably by the Promotions Committee but, as isolated accomplishments, will **not** get you promoted
 - ***are not substitutes*** for clinical excellence, educational contributions and scholarly products in the promotion evaluation process

Additional Information and Resources

1. [The Doctor and Citizenship](#). Annals of Internal Medicine. Published: 14 March 2020
2. [Physician-citizens—public roles and professional obligations](#). JAMA. 2004; 291:94-99.
3. [Good Citizenship](#); The Hospitalist. 2011 November; 2011(11)

Institutional Citizenship

Summary of Key Points



Institutional committees can be key to building your reputation



Don't get overcommitted. Learn how to say "yes" and how to say "no"



Use your annual review to evaluate your commitments



Institutional citizenship is required but not sufficient to be promoted

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Questions? Email me!



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