Starting University Clinical Careers Efficiently, Scholarly, and Successfully

Institutional Citizenship

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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
  • Your 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)

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

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

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


3. **Good Citizenship; The Hospitalist.* 2011 November; 2011(11)
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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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