

# Welcome!

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Wisdom from the Promotions Committee – Hunter Wessells, MD

Overview of Promotions – Trish Kritek, MD, EdM

Making a 5 and 10 Year Plan – Sharene Shalhub, MD, MPH

----- BREAK -----

Panel Discussion – Recently Promoted Faculty

Peter Leary MD, PhD

Renata Ferreira, MD

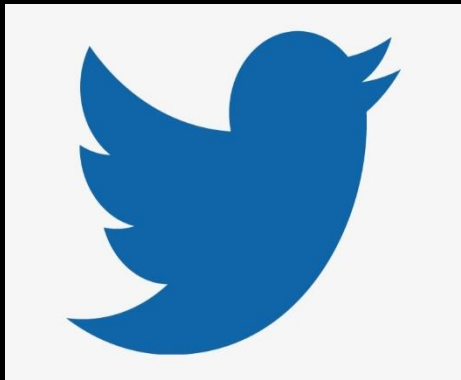
Doug Fowler, PhD

Giana Davidson, MD, MPH

Time to talk to Administrators/Faculty

# #UWFacultyPromotions

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Hunter Wessells: **@WessellsHunter**

Sherene Shalhub: **@ShereneShalhub**

Giana Davidson: **@gianamontana**

Doug Fowler: **@dougfowler42**

Trish Kritek: **@pkritek**

UW SOM Faculty Development: **@fac\_uw**

# Thanks!

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Lisa Pierce

Academic Learning Technologies Team

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# The Path to Associate Professor

September 10<sup>th</sup>, 2019

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Trish Kritek, MD, EdM

Professor of Medicine

Associate Dean for Faculty Development

Division of Pulmonary, Critical Care and Sleep Medicine

[pkritek@uw.edu](mailto:pkritek@uw.edu)

# What We Will Discuss

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Academic pathways, criteria and timelines

Promotion packet

- Your responsibilities
- Your division's responsibilities

General advice and resources

# Academics: A Marathon, Not a Sprint

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Honest self-  
assessment

Understand  
your job

Find  
mentors

Establish a  
niche

Be flexible

# PATHWAYS & PROMOTION

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# Academic Pathways

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Physician Scientist	Clinician Teacher*	Research (often PhD)	Full time Clinical
<ul style="list-style-type: none"><li>• 50- 80% research</li><li>• Some clinical and teaching</li></ul>	<ul style="list-style-type: none"><li>• ~80% clinical</li><li>• 20% scholarly activity</li></ul> <p>* Now Clinician/Scholar in Medicine</p>	<ul style="list-style-type: none"><li>• 100% research</li></ul>	<ul style="list-style-type: none"><li>• 100% clinical and teaching</li><li>• No scholarly requirement</li><li>• Yearly appointments</li></ul>

You should know your pathway

You can change pathways but there is a process to do so

# Other Titles

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## Lecturer or Instructor

- Promotion criteria do not apply

## Acting Instructor

- 4 year max

## Acting Assistant Professor

- 4 year max
- Quick appointment
- Time to jump start career
- Academic clock not running

6 year total time in “acting” roles

# Assistant Professor

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Competitive  
search  
(Faculty Code)

Annual review

3-year  
reappointment  
(start spring  
year 2)

6- year mandatory  
review for  
promotion (start  
spring year 5)

# Changing Pathways from Physician Scientist to Clinician Teacher

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Assistant Professor → Before end of 4<sup>th</sup> year

(can request exemption from the Dean after 4<sup>th</sup> year in rank)

Associate Professors → Any time but must serve 3 years in rank before consideration for promotion

(UNLESS they request exemption from the Dean at the time of the change)

Can switch from Physician Scientist to Clinician Teacher at any time

# Promotion

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**Scholarship**

**Teaching**

**Clinical care**

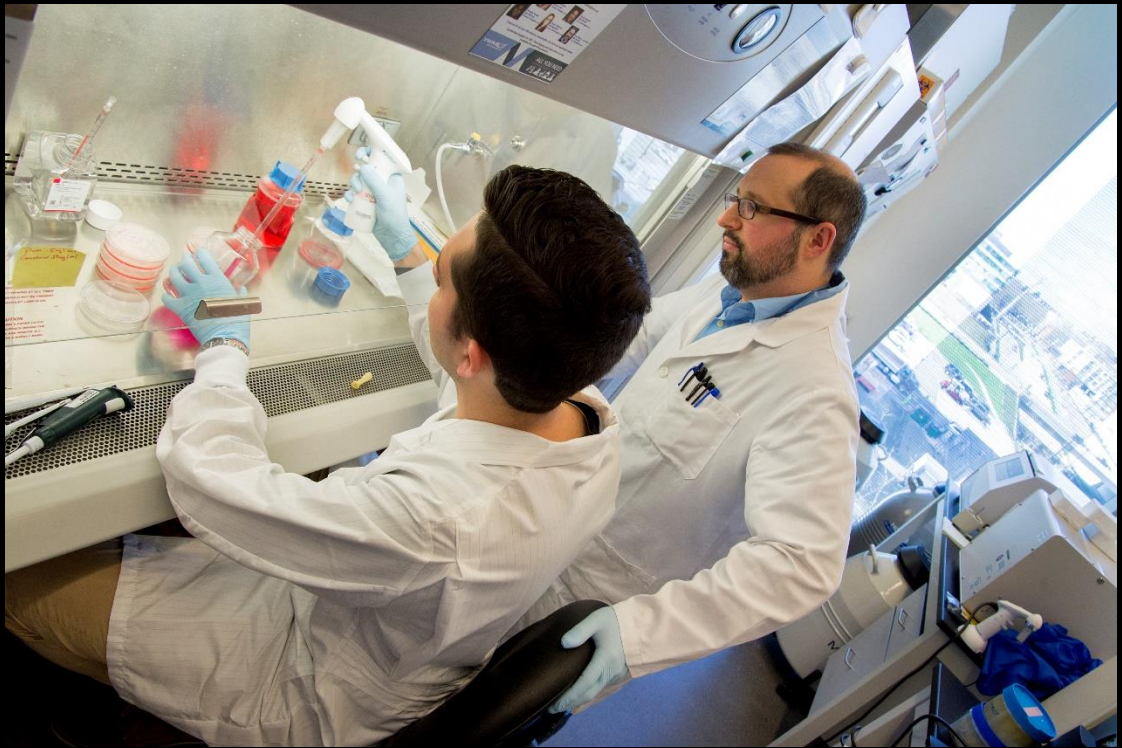
**Professionalism**

**Administration and service**

**Reputation: local, regional, emerging national**

# Scholarship

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# Basic Scientist and Physician Scientist

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- Usually scholarship of discovery
- Grants and papers
- Original independent work
- National reputation → NIH study sections, editorial boards as well as meetings/grants/presentations and awards

Your mentor should not be on your latest work

# Clinician Teacher

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- Outstanding teacher and clinician (peer review)
- Scholarship can be more diverse but must be peer-reviewed
- Teaching portfolio
- National reputation → involvement in societies, collaboration on clinical or education projects, CME teacher, editorial role

Greatest challenges are scholarship & reputation



# Numbers of Publications

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Department	Track	Mean	Median	Range
Medicine	Physician Scientist	26	30	
	Research Scientist	35	36	
	Clinician Teacher	18	24	
Pediatrics	Physician Scientist	22	27	11-56
	Clinician Teacher	17	15	9-39
Biochemistry	Research Scientist		11	6-32

# Teaching

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# How Is It Assessed?

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Evaluated by quality and value,  
effectiveness, innovation

Resident/Fellow evaluations  
important for CT

Researchers can include  
fellows/post docs

Collate in teaching portfolio

Peer teaching evaluations



# Peer Teaching Evaluations

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- Division or Department may do this for you but...
- Ask your peers to come watch you teach
- Bring evaluation forms to your talks/sessions
- Can share forms for this use

Start now!!!

You need two evaluations per year in rank

# Clinical Care

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# Peer Evaluation

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Quality and Productivity

Medical knowledge

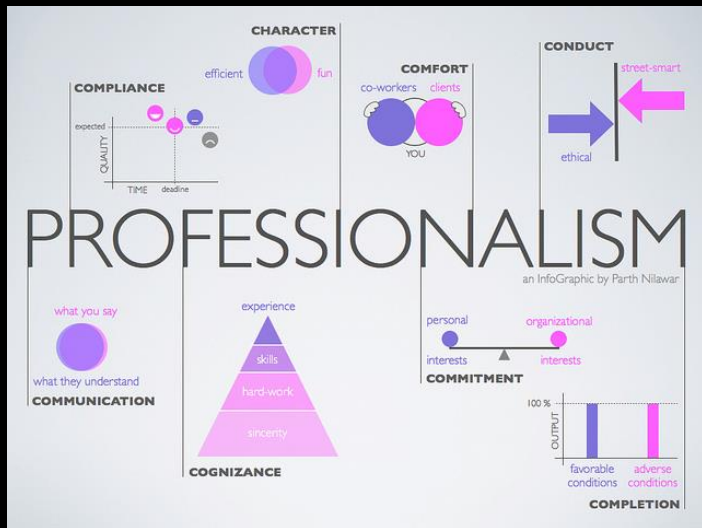
Humanistic qualities

Responsibility and compassion

Overall clinical skill

Usually  
obtained by  
your  
department/  
division

# Professionalism



Interactions with learners →  
“Respect” questions

Interactions with peers → OMSA

- Timely documentation
- Participation in medical staff organization activities
- Constructive participation with members of healthcare team
- Episodes of disruptive behavior
- Ability to resolve interpersonal conflicts

# PROMOTION TIMELINE, PACKAGE AND PROCESS

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# Promotion Timeline

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## Appointment

July 1, 2018

July 2018 – Jan 1 2019



July 2018

## Reappointment

February 2020

Review

July 2021

Appointment

## Promotion

February 2023

Mandatory  
consideration

July 2024

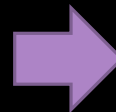
New rank

Jan 2 2019 – June 30 2019



July 2019

Division/  
Department  
vote



A&P  
Committee  
Review



Upper campus  
(Provost)

# Early Promotion

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Assistant Professors in rank > 3 years

- ✓ Annual review by Dept./Division
- ✓ Can go forward if criteria are met
- ✓ Senior faculty vote favorably

# Extending the Clock – Stop the Clock

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## Automatic

- Permanent reduction in FTE
- On approved leave of six months or more

## Request

- Birth or adoption of a child
- Personal reasons impacting scholarly productivity (care of family) when not on approved leave
- Concurrence from Division Head/Chair required for latter

# Extending the Clock – Postpone the Clock

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## Year of Mandatory Review

- Lab space not ready/animals died
- Finalizing manuscripts for submission
- Awaiting results of funding submissions

One year postponement

Requires specific postponement plan

Need approval of Department/Dean's Office/Provost

# Appointments & Promotions Council

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- Advises Dean and MSEC on faculty appointments and promotions
- Professors and several department chairs (mix of basic science, clinical, research professors)
- New members elected yearly

Chair, Denise Dudzinski

Review 120+ packets/year

# Preparing the Promotion Packet

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# Preparing the Promotion Package

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- Your department administrator is your key ally and also the expert

Other allies are senior faculty and your Chair

- What are your responsibilities?
- What are your department's responsibilities?

# The Promotion Package

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1. Updated CV (School of Medicine format)
2. Your top 5 papers
3. Teaching Portfolio
4. Peer evaluations – clinical and teaching
5. Your written self assessment – personal statement
6. Letters of recommendation
  - Chair, Division head, Service chief
  - Internal (3-4)
  - Extern (3-4) – 2 need to be impartial (name not on your CV)



# Your responsibilities

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# Things On Your List

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Review the promotion criteria for your department

Keep your CV and bibliography up to date

Start early to create a Teaching Portfolio

Be proactive about peer teaching evaluations

Create a self assessment / personal statement

PDFs of 5 most important papers

# Your CV

March 2019

UNIVERSITY OF WASHINGTON SCHOOL OF MEDICINE  
Curriculum Vitae

## 1. Personal Data

**Name:** Patricia A. Kritek, M.D., Ed.M.

**Office Address:** 1959 NE Pacific Street, Box 356522, Seattle, WA 98195

**Phone/Fax:** (206) 543-8660 Fax: (206) 685-8673

**Work Email:** [pkritek@uw.edu](mailto:pkritek@uw.edu)

**Place of Birth:** Chicago, Illinois

## 2. Education

1992 B.A. History of Science/History of Medicine, Yale University, New Haven, CT

1998 M.D. University of Connecticut School of Medicine, Farmington, CT

2006 Ed.M. Specialized Studies, Harvard University Graduate School of Education, Boston, MA

2012 Certificate in Medical Management, University of Washington, School of Public Health

## 3. Postgraduate Training

### Internships and Residency

07/98 – 06/99 Intern in Internal Medicine, Brigham and Women's Hospital, Boston, MA

07/99 – 06/01 Resident in Internal Medicine, Brigham and Women's Hospital

07/03 – 06/04 Chief Resident in Internal Medicine, Brigham and Women's Hospital

### Clinical and Research Fellowships

07/01 – 06/03 Clinical Fellow, Harvard Pulmonary and Critical Care Fellowship, Brigham and Women's Hospital, Massachusetts General Hospital, and Beth Israel Deaconess Medical Center, Boston, MA

07/04 – 06/05 Research Fellow, Harvard Pulmonary and Critical Care Fellowship,

Use UWSOM format

Ask senior faculty to  
review it

Take credit for all  
you do

# Your Teaching Portfolio

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Opportunity for educators to highlight work not in CV

Need to be gathering data as you go (letters, evals, talks)

More flexible way to tell your story

1. Executive Summary
2. Personal Information
3. Teaching Philosophy
4. Teaching Activities and Role as an Educator
5. Professional Development in Education
6. Regional/National/International Recognition
7. Mentoring
8. Educational Administration and Leadership
9. Honors and Award in Education

# Your Teaching Portfolio

## Direct Teaching Activities

### Medical Student Education

I have the following roles in medical student education:

- **HuBio 541: The Respiratory System:**  
In addition to my current role as Co-Course Chair, I have two primary teaching responsibilities as part of this second year-medical student course on respiratory physiology and pathophysiology: I am a small group leader and also deliver a variety of lectures throughout the course.

**Small Group Leader:** Each year I serve as a small group leader during which I supervise and teach the students as they work through patient cases designed to increase their understanding of the course material. Numerical evaluations on a scale from 1 (poor) to 5 (exceptional) for my performance as group leader are as follows:

Dimension	2007	2008	2009	2010
My Overall Effectiveness	4.9	4.6	5.0	5.0
Average Peer Scores	3.7	4.2	3.9	4.2

A sample of written comments for my work as group leader include the following:

2009: "At this point in my educational career, I've had a lot of teachers. Dr. Luks ranks among the very top of those excellent educators. He did an AMAZING job of making something that can be quite confusing, very easy to grasp. His regard for the students, interest in the class, and willingness to put his time aside to teach was exceptional." "Dr. Luks was great! He was always very happy to answer questions and help with whatever students were struggling with. I really appreciated his kindness and all the time he put into helping us learn the material. He is one of the best professors I have had in medical school so far!!"

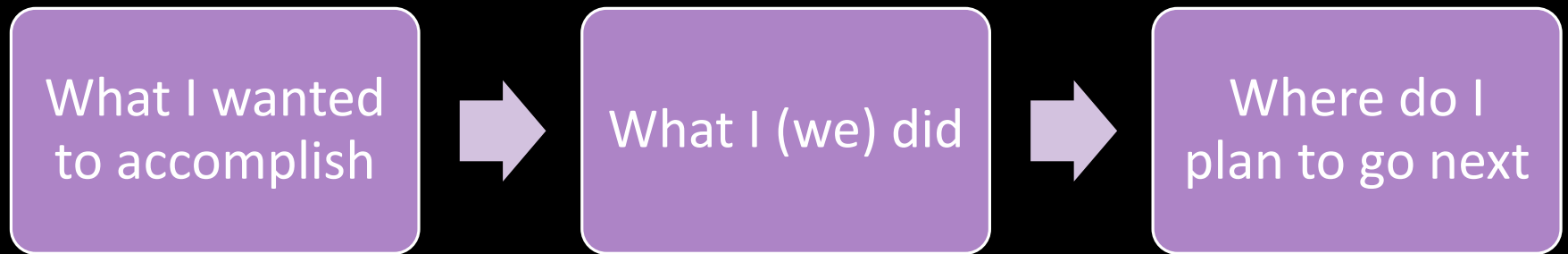
Description of your  
teaching role

Summary of numerical  
ratings

Sample of written  
comments

# Your Self Assessment

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Emphasize your strengths &  
acknowledge the weaknesses

# Your division/department responsibilities

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# Your Department or Division's Responsibilities

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Getting letters of recommendation

Obtain peer evaluation of clinical work

Peer teaching evaluations

Collating the online evaluations (Med Hub)

Submitting the packet in a single electronic file



# Outside Letters

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- Should be people familiar with your work
- You can suggest names
  - Be careful who you list
- Department makes contact
- At least 2 must be from impartial
  - not former colleagues, mentors, students or collaborators
- They fill out a form stating their relationship to you, if any
  - This is included with their letter
  - Often will be asked if you would be promoted there

# Meeting with Your Chair/Division Chief

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Acting and  
Assistant Professor

- Yearly

Associate Professor

- Every 2 years

Professor

- Every 3 years

Manage Up → Ask for advice but also support

You should get a summary of the meeting

# Other Pearls

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Learn to  
prioritize

Find a  
niche

Be a good  
citizen

Get  
feedback

Engage  
mentors

Engage in activities that bring you joy!

# Resources

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## Faculty Development website:

<https://depts.washington.edu/uwsom/faculty-development/home> → New site coming soon!!!

- Promotions Guide
- Teaching portfolio guide
- CV formats
- Independent Development Plan from Dept. of Medicine
  - Annual meeting tool
  - Current and planned work



# Remember

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1. Peer teaching evaluations yearly n=2 minimum
2. Keep CV up to date
3. Work on your teaching portfolio early
4. Identify mentors and peers, meet regularly
5. Ask for feedback
6. Ask for help ([pkritek@uw.edu](mailto:pkritek@uw.edu))

We are really lucky to be here

