Welcome!

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

Hunter Wessells: @WessellsHunter
Sherene Shalhub: @ShereneShalhub
Giana Davidson: @gianamontana
Doug Fowler: @dougfowler42
Trish Kritek: @pkritek
UW SOM Faculty Development: @fac_uw
Thanks!

Lisa Pierce
Academic Learning Technologies Team
Welcome!

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What We Will Discuss

Academic pathways, criteria and timelines

Promotion packet
- Your responsibilities
- Your division’s responsibilities

General advice and resources
Academics:
A Marathon, Not a Sprint

- Honest self-assessment
- Understand your job
- Find mentors
- Establish a niche
- Be flexible
PATHWAYS & PROMOTION
# Academic Pathways

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Scientist</td>
<td>- 50-80% research&lt;br&gt;- Some clinical and teaching</td>
</tr>
<tr>
<td>Clinician Teacher*</td>
<td>- ~80% clinical&lt;br&gt;- 20% scholarly activity</td>
</tr>
<tr>
<td>Research (often PhD)</td>
<td>- 100% research</td>
</tr>
<tr>
<td>Full time Clinical</td>
<td>- 100% clinical and teaching&lt;br&gt;- No scholarly requirement&lt;br&gt;- Yearly appointments</td>
</tr>
</tbody>
</table>

* Now Clinician/Scholar in Medicine

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You should know your pathway<br>You can change pathways but there is a process to do so
## Other Titles

<table>
<thead>
<tr>
<th>Lecturer or Instructor</th>
<th>Acting Instructor</th>
<th>Acting Assistant Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Promotion criteria do not apply</td>
<td>• 4 year max</td>
<td>• 4 year max</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Quick appointment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Time to jump start career</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Academic clock not running</td>
</tr>
</tbody>
</table>

6 year total time in “acting” roles
Assistant Professor

- 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

Assistant Professor ➔ Before end of 4th year
(can request exemption from the Dean after 4th 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

Scholarship
Teaching
Clinical care
Professionalism
Administration and service

Reputation: local, regional, emerging national
Scholarship
Basic Scientist and Physician Scientist

- 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

- 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

<table>
<thead>
<tr>
<th>Department</th>
<th>Track</th>
<th>Mean</th>
<th>Median</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>Physician Scientist</td>
<td>26</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research Scientist</td>
<td>35</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clinician Teacher</td>
<td>18</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Pediatrics</td>
<td>Physician Scientist</td>
<td>22</td>
<td>27</td>
<td>11-56</td>
</tr>
<tr>
<td></td>
<td>Clinician Teacher</td>
<td>17</td>
<td>15</td>
<td>9-39</td>
</tr>
<tr>
<td>Biochemistry</td>
<td>Research Scientist</td>
<td>11</td>
<td>6-32</td>
<td></td>
</tr>
</tbody>
</table>
How Is It Assessed?

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

- 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
Peer Evaluation

- 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
  o Timely documentation
  o Participation in medical staff organization activities
  o Constructive participation with members of healthcare team
  o Episodes of disruptive behavior
  o Ability to resolve interpersonal conflicts
PROMOTION TIMELINE, PACKAGE AND PROCESS
Promotion Timeline

Appointment

July 1, 2018

Reappointment

February 2020

July 2021

Promotion

February 2023

July 2024

July 2018 – Jan 1 2019

Review

Appointment

Mandatory consideration

New rank

Jan 2 2019 – June 30 2019

Division/Department vote

A&P Committee Review

Upper campus (Provost)
Early Promotion

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

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

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

Year of Mandatory Review

One year postponement

Requires specific postponement plan

Need approval of Department/Dean’s Office/Provost
Appointments & Promotions Council

• 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
Preparing the Promotion Package

• 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

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
Things On Your List

- 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

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
   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

March 2019

Use UWSOM format
Ask senior faculty to review it
Take credit for all you do
Your Teaching Portfolio

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

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
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:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Overall Effectiveness</td>
<td>4.9</td>
<td>4.6</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Average Peer Scores</td>
<td>3.7</td>
<td>4.2</td>
<td>3.9</td>
<td>4.2</td>
</tr>
</tbody>
</table>

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!!"
Your Self Assessment

What I wanted to accomplish → What I (we) did → Where do I plan to go next

Emphasize your strengths & acknowledge the weaknesses

UW Medicine
SCHOOL OF MEDICINE
Your division/department responsibilities
Your Department or Division’s Responsibilities

- 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

• 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

### Manage Up

- **Acting and Assistant Professor**
  - Yearly

- **Associate Professor**
  - Every 2 years

- **Professor**
  - Every 3 years

**Ask for advice but also support**

You should get a summary of the meeting
Other Pearls

- Learn to prioritize
- Find a niche
- Be a good citizen
- Get feedback
- Engage mentors

Engage in activities that bring you joy!
Resources

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

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)
We are really lucky to be here