

# The Path to Associate Professor

Trish Kritek MD, EdM

Associate Dean for Faculty Affairs

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# What We Will Discuss



Academic pathways, criteria and timelines

Putting together your promotion packet

General advice and resources

# Academic pathways



# Know Your Pathway & What It Means

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><li>• No teaching requirement</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 can change pathways but there is a process to do so



# Other Titles

## Acting Instructor

- 4 year max

## Acting Assistant Professor

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

## Lecturer

- Change from “Lecturer” to “Teaching XXX Professor”

6 year total time in “acting” roles



# Assistant Professor

Competitive search  
(Faculty Code)

Annual review

3-year reappointment  
(start spring of year 2)

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

Change switch from PS  
to CT before year 4

Joint: must meet  
criteria for both  
departments/faculty  
vote required

Adjunct: concurrence  
from Chair of Adjunct  
Department (no  
faculty vote required)





# Meeting with Your Chair or Division Chief

Acting and Assistant Professor
<ul style="list-style-type: none"><li>• Yearly</li></ul>

Associate Professor
<ul style="list-style-type: none"><li>• Every 2 years</li></ul>

Professor
<ul style="list-style-type: none"><li>• Every 3 years</li></ul>

Manage Up → Ask for advice but also support

You should get a summary of the meeting



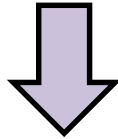
# Promotion Criteria and Steps





# Know Your Department's Criteria

Each department does things slightly differently



Start by talking to folks in your department



# Promotion

**Teaching**

**Scholarship**

**Clinical care\***

**Professionalism**

**Administration and Service**

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

\* For clinical departments



# Teaching



- Evaluated by quality and value, effectiveness, innovation
- Can be from all kinds of learners
  - Undergraduates
  - Graduate students
  - Medical students
  - Residents and Fellows
  - Post-docs
- Collate in Teaching Portfolio
- Peer teaching evaluations → 2 evaluations/year in rank

Start collecting evaluations now!!!



# Your Teaching Portfolio

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

# Scholarship and Reputation

## Basic Scientist/ Physician Scientist

- Scholarship of Discovery
- Original independent work
- Grant funding
- Participation in key parts of multi-center study
- Invited lectures

## Clinician Educator

- Scholarship of Integration
- Book chapters & review papers
- Book authorship/editorship
- Scholarship of Teaching
- Curriculum development
- Education software and videos





# Numbers of Publications

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

# National Reputation

NIH study  
sections

Editorial  
boards

Invited  
lectures

Society  
Committee

Collaborative  
research

Clinician Educators often need to be more creative





# Clinical Peer Evaluation

Usually obtained by  
your department/  
division

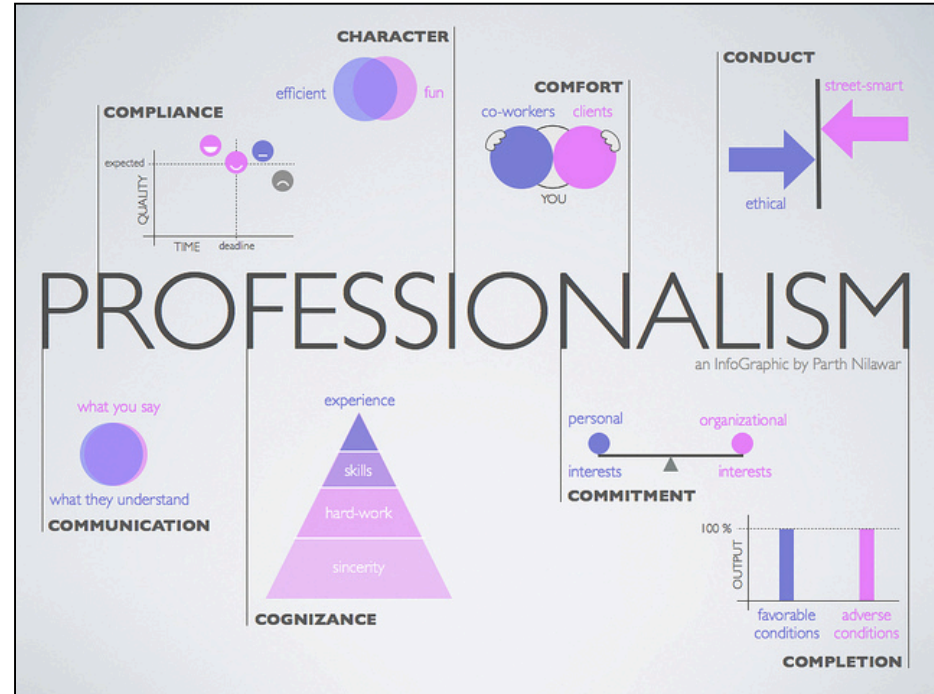
- Quality and Productivity
- Medical knowledge
- Humanistic qualities
- Responsibility and compassion
- Overall clinical skill

# Professionalism

Evaluations from  
learners and peers

Participation in  
departmental activities

Absence of  
concerns/events



# Administration & Service

Service on  
committees

Leadership  
role in the  
department

Clinical service  
director

Head of a  
research unit

Chair of  
society task  
force

Can be done on a local, regional or national level



# Equity, Diversity and Inclusion Work

Any contributions in scholarship and research, teaching, and service that address diversity and equal opportunity shall be included and considered among the professional and scholarly qualifications for appointment and promotion

# Promotion Timeline

Appointment

July 1, 2018

July 2018 – Jan 1 2019



July 2018



Jan 2 2019 – June 30 2019

July 2019

Reappointment

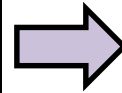
February 2020

Review

Division/  
Department  
vote

July 2021

Appointment



A&P  
Committee  
Review

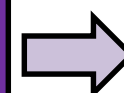
February 2023

Mandatory  
consideration

Promotion

July 2024

New rank



Upper campus  
(Provost)





# 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 when not on approved leave (approval of chair)

COVID provision to stop the clock





# Extending the Clock – Postpone the Clock

## 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



# Preparing the Promotion Package





# Preparing the Promotion Package

Your department administrator is your key ally and also the expert

Other key folks – promotion committee members, senior faculty, your chair

Talk to other folks who have recently gone through this process



# The Promotion Package

1. Updated CV (UW 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)
  - External (3-4) – 2 need to be impartial



# 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

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

Opportunity for educators to highlight work not in CV

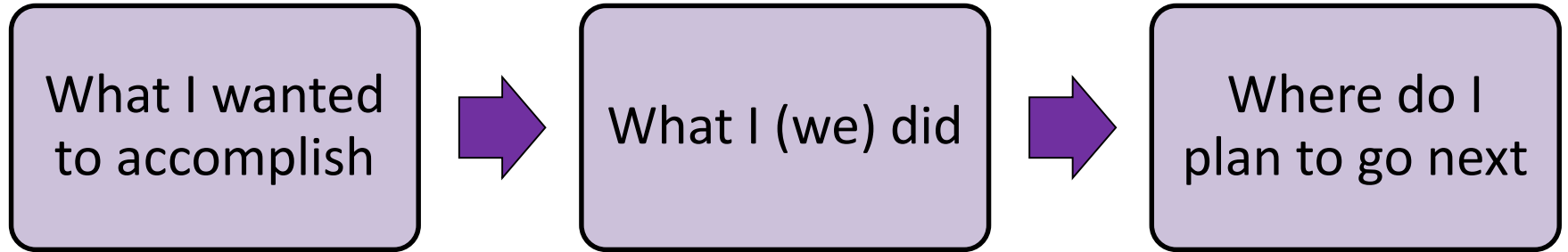
Need to be gathering data as you go (letters, evals, talks)

More flexible way to tell your story

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# Your Self Assessment



Emphasize your strengths & acknowledge the weaknesses



# Your Department or Division's Responsibilities

Getting letters of recommendation

Obtain peer evaluation of clinical work

Peer teaching evaluations

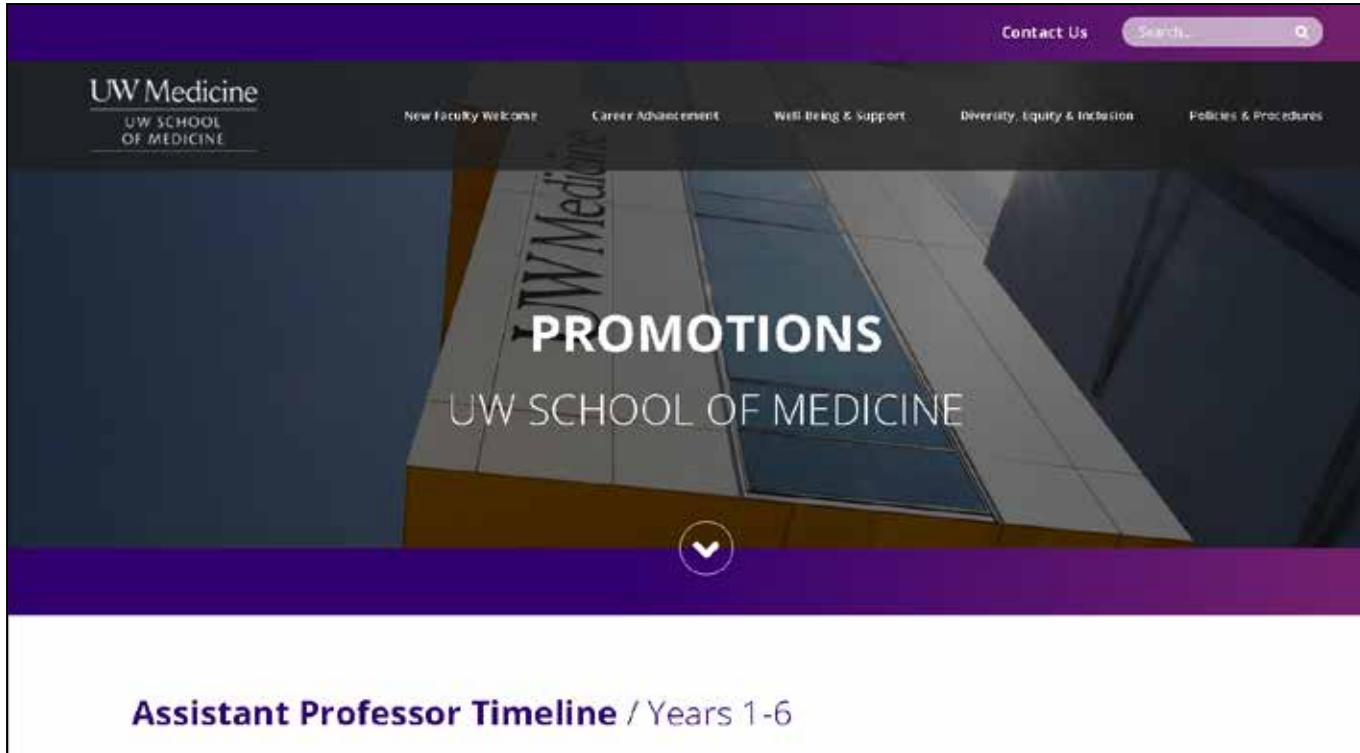
Collating the online evaluations (Med Hub)

Submitting the packet in a single electronic file

Outside letter writers → suggested by you, know your work, 2+ will be 'impartial'



# Use All Your Resources



The image is a screenshot of the UW Medicine website. At the top, there is a purple navigation bar with "Contact Us" and a search box on the right. Below this is a dark grey header with the "UW Medicine" logo on the left and navigation links for "New Faculty Welcome", "Career Advancement", "Well Being & Support", "Diversity, Equity & Inclusion", and "Policies & Procedures". The main content area features a large banner with a background image of a building facade. The text "PROMOTIONS" is prominently displayed in white, with "UW SCHOOL OF MEDICINE" underneath it. A white downward-pointing arrow icon is centered below the banner. At the bottom of the page, a white box contains the text "Assistant Professor Timeline / Years 1-6".

<https://faculty.uwmedicine.org/promotions/>





# Don't Hesitate to Ask for Help

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

