An overview of the A&P Process at the UW School of Medicine

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*This talk was derived from presentation given by Hunter Wessells, MD, FACS and former A&P Council Chair, 2012-2017

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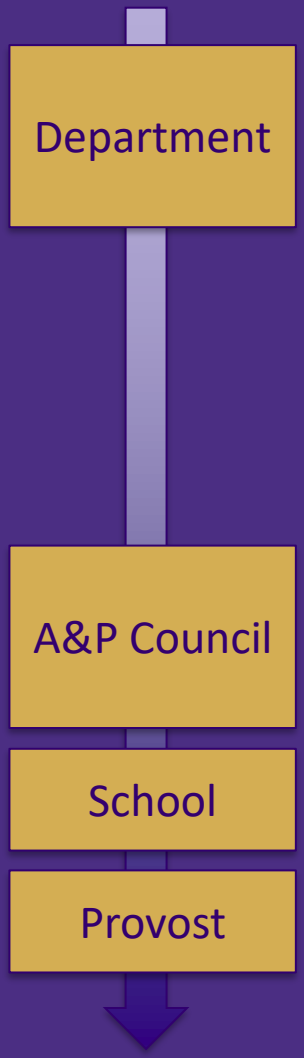
Goal of this presentation

- To have an understanding of the A&P Process at the School of Medicine
- To add transparency to the process to ameliorate concerns
- To help you prepare for an upcoming promotion and promote success
- To identify where to go when questions arise

Promotion Process



- **Departments prepare packets and may have meetings to provide feedback to candidate**
  - **Contents of packet are not described here but include CV, personal statement, teaching reviews (peer and student), clinical reviews, internal and external letters, etc.**
- **Voting department faculty of equal or higher rank will vote or abstain on faculty promotion packet**
  - **Department Chair writes high level letter summarizing the packet and departmental support – including results of vote**
- **A&P Council reviews packet and results of review are added to packet**
- **Dean approves packet**
- **UW Provost approves packet**
- **Promotion approved**

Available Resources

- **UW Faculty Code**
  - https://bit.ly/UWFacultyCodePromotions
- **UW School of Medicine A&P Guide**
  - https://bit.ly/UWSoMAPGuide
- **Special though Spring 2022 – Covid-19 voluntary clock stoppage**
  - https://bit.ly/UWCovidExtension
- **Faculty Promotion Website**
  - https://faculty.uwmedicine.org/promotions/

A&P Committees

- Each department has an A&P Committee that votes on appointment, promotion and the criteria that defines them
- If committee is separate from all faculty, there will be a vote by all voting faculty in the department
- Those criteria are specific to a department and approved by the A&P Council and the School of Medicine

School of Medicine A&P Council

- One of several governance ‘councils’ from the school
- Composed of Professors who are not Department Chairs
- Review by ‘peers’
- May be observed by ex-officio non-voting members
- Brings together 31 departmental criteria, SoM Guidelines and reviews
- Reviews for consistency with School of Medicine, UW Faculty Code and harmonizes the process
- All Council communications are confidential

Some high level data

- Council reviews around 120-150 promotions per year
- For the vast majority of packets, the committee really celebrates the success of the faculty member
  - As a committee member – this is very satisfying, it is amazing to see all the awesome work our faculty are doing
  - When you are promoted to Professor, please consider volunteering to be considered for election
- >90% of packets are either outstanding or more routine promotions and do not require deep discussion
- A small percentage (7% or less) are more

Early Promotions

Mandatory vs Non-mandatory Promotions

- **For Assistant Professors, promotion to Associate before the sixth year is considered Non-mandatory and Early**
- **It is normal (and perfectly honorable) to go up on the normal timeline and going up early should be unusual as meeting criteria ahead of time is difficult**
- **My opinion is that early promotions should show a strong trajectory while in rank to meet or exceed departmental criteria**
  - **Getting an R01 as PI, a science paper or other honor, for example, isn't enough**
  - **Discuss with your chair but in general these**

How do Council reviewers review?

- Each packet has a primary and secondary reviewer
- The primary reviewer fills out a template
  - Candidate name and other basic information (dept, etc)
  - Promotion being proposed
  - Departmental faculty vote
  - Educational Background
  - Research
  - Teaching
  - Clinical
  - Service
  - Letters of evaluation
  - Contributions to Equity, Diversity and Inclusion (optional)
  - Professionalism

The criteria and packet size can be daunting but it doesn't have to be

- You don't have to be equally excellent in all domains
  - Depends a lot on your track and activities
  - Read departmental criteria carefully
  - Discuss with your chair

- If not formal, I highly recommend leveraging your informal mentor network of faculty

Things to watch out for

Pitfalls in the process

- **”No” votes in the department**
- **More than one unfavorable referee letter**
- **Poor teaching reviews and no sign of improvement**
- **Comments related to unprofessional conduct**
- **Lack of demonstrated independence**
- **Unexplained variability in something in the packet**

- ***Lack of a consistent upward trajectory***

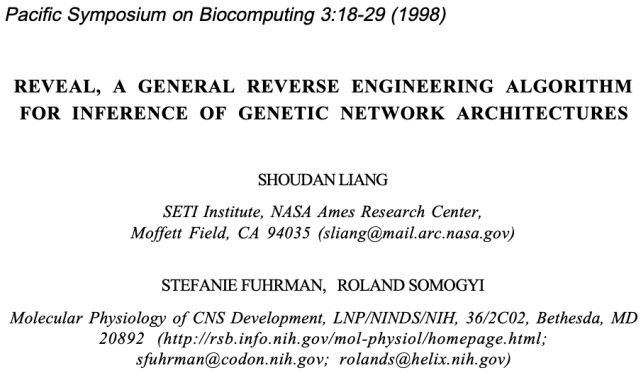
The Self Assessment is Deeply Important

- Tell your story / journey to get you here
- Paint the other story that ties your CV and rest of your portfolio together
- Don’t just repeat items that will be in your chair’s letter

- Some advice:
  - Being an Assistant Professor is my favorite period of my career, lots of doing what I love and why I got into research
  - As an Assistant Professor, resist getting distracted by things that take time but don’t contribute to your promotion
  - Get strong, unfiltered feedback halfway through (at

Forms of scholarship

- Sometimes scholarship can be nontraditional in a field
- For example, Conference Proceedings in informatics are full journal papers and can be significantly more competitive than journal papers
- Indicate this in Self Assessment or Chair's letter



Pacific Symposium on Biocomputing 3:18-29 (1998)

REVEAL, A GENERAL REVERSE ENGINEERING ALGORITHM FOR INFERENCE OF GENETIC NETWORK ARCHITECTURES

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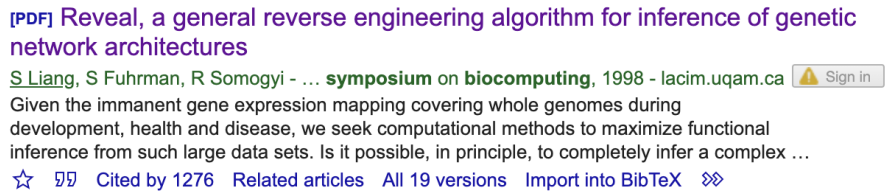

[PDF] Reveal, a general reverse engineering algorithm for inference of genetic network architectures

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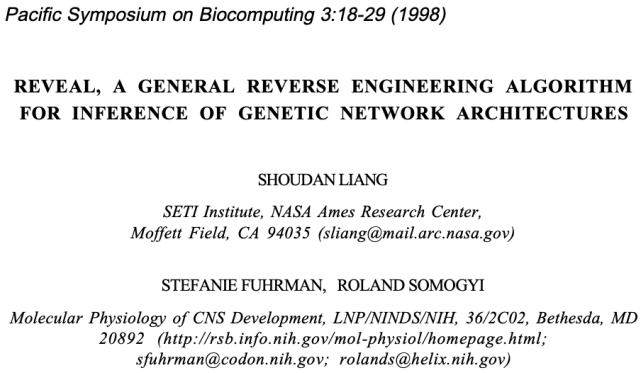

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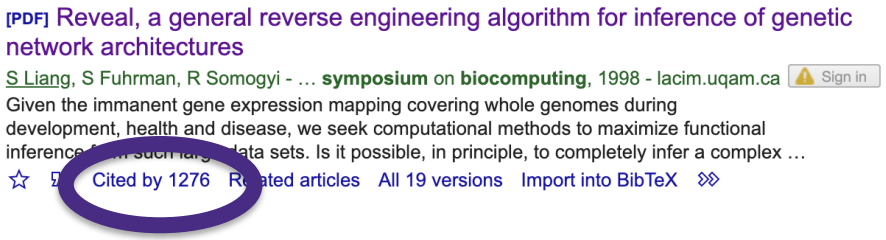

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Demonstrating Independence

- Required in some but not all pathways/tracks
- Tension between independence and value to program/laboratory/collaboration
- Challenging paradigm of interdisciplinary work and “team science” make attribution of effort and the assignment of an individual’s contribution more difficult
- Clear enunciation of the candidate’s contribution and impact on a scientific program is essential
- First and senior author publications are important, PI of grants, invites to give national seminars, etc. all good evidence of independence
- Highlight in Self Assessment

Last slide advice

- Most candidates are promoted with few, if any, issues
- Spend time on the self assessment
  - Be clear about your strengths
  - Acknowledge (major) weaknesses
  - Include something about your future plans
- Promotion is institution's affirmation of your long term value and potential
- Use the promotion website:

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