The Path to Associate Professor

Trish Kritek MD, EdM
Associate Dean for Faculty Affairs
September 13th, 2021
Plan for Today

1. Digging into the Details of the Promotion Process
   • Trish Kritek

2. Demystifying the SoM A&P Council
   • Ian Bennett – Chair SOM A&P Council

3. Panel of Recently Promoted Faculty
   • Bekah Burns – Department of Pediatrics
   • Dan Cabrera – Department of Medicine
   • Suzanne Hoppins – Department of Biochemistry
   • Will Lack – Department of Orthopedics and Sports Medicine
Thanks!!!
Zoom Ground Rules

- Please use the chat for questions throughout.
- Please keep yourself muted when not speaking.
- I am happy to meet individually with anyone.
What We Will Discuss

- Academic pathways, criteria, and timelines
- Putting together your promotion packet
- General advice and resources
Academic Pathways
## Know Your Pathway

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Description</th>
</tr>
</thead>
</table>
| Basic Scientist/Physician Scientist  | • 50 to 80% research  
• Teaching  
• Some clinical work (for clinical depts) |
| Clinician Teacher*                   | • ~80% clinical  
• 20% scholarly activity  
* Now Clinician-Scholar in Medicine |
| Research (often PhD)                 | • 100% research  
• No teaching requirement |
| Full time Clinical                   | • 100% clinical and teaching  
• No scholarly requirement  
• Yearly appointments |

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

- **Acting Instructor**
  - 4 year max
  - No national search needed
  - Academic clock not running

- **Acting Assistant Professor**
  - 4 year max
  - No national search needed
  - Time to jump start career
  - Academic clock not running

- **Lecturer**
  - Recent change to “Teaching Professor” for many

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)
Meetings with Chair/Chief

- **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
Promotion Criteria
Know Your Department’s Criteria

Each department does things slightly differently

Start by talking to folks in your department
Categories for 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

https://faculty.uwmedicine.org
Your Teaching Portfolio

Description of your teaching role

Summary of numerical ratings

Sample of written comments

https://faculty.uwmedicine.org/promotions/
# Scholarship and Reputation

## Basic Scientist/Physician Scientist
- Scholarship of Discovery
- Original independent work
- Grant funding – RO1 or equivalent
- Participation in key parts of multi-center study
- Invited lectures

## Clinician Educator/Scholar
- Scholarship of Integration
- Book chapters & review papers
- Book authorship/editorship
- Scholarship of Teaching
- Curriculum development
- Education software and videos
### 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>Basic Scientist</td>
<td>11</td>
<td></td>
<td>6-32</td>
</tr>
</tbody>
</table>
Clinician Educators often need to be more creative.

- NIH study sections
- Editorial boards
- Invited lectures
- Society Committee
- Collaborative research
Clinical Peer Evaluation

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

Usually obtained by your department/division
Professionalism

- Evaluations from learners and peers
- Participation in departmental activities
- Absence of concerns/events
Administration and 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
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.

SOM promotion guide
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
- Appointment

Promotion
- February 2023
- Mandatory consideration
- July 2024
- New rank
- Upper campus (Provost)

Division/Department vote
A&P Committee Review
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

- 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
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

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

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 Self-Assessment

What I wanted to accomplish

What I (we) did

Where do I plan to go next

Emphasize your strengths & acknowledge the weaknesses
Your Department/Division’s Responsibility

- 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

https://faculty.uwmedicine.org/promotions/
Don’t Hesitate to Ask for Help

pkritek@uw.edu