

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

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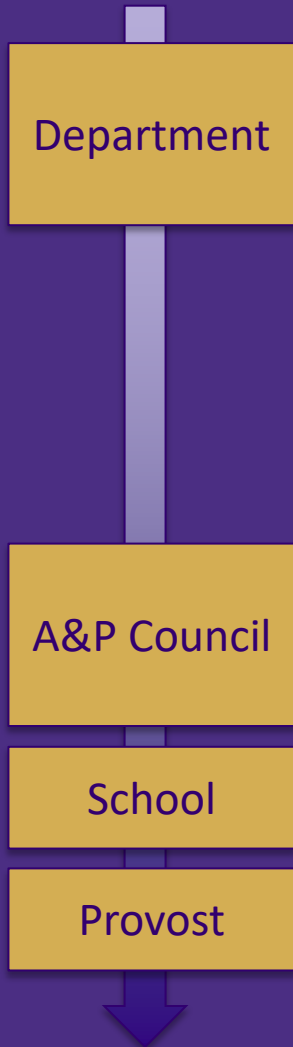
4/2022

*This talk was derived from presentation given by Sean Mooney and Hunter Wessells, former A&P Council Chairs

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 (recent change)**
- > **Review by 'peers' but not from the same department**
- > **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 challenging and require more discussion



Non Mandatory Promotions

———— Mandatory vs Non-mandatory Promotions

- > **For Assistant Professors, promotion to Associate before the sixth year is Non-mandatory and Early**
- > **It is normal (and perfectly honorable) to go up on the normal timeline and going up early should be unusual**
 - Making early promotion common can change the expectations of what is normal
- > **Non mandatory promotions should show a strong trajectory while in rank (which requires time) and to 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 promotions should be unusual



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**
 - **Assessment and Recommendation**



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*



A strong Chair letter is very helpful

Well organized and strong

- > **Address all of the key areas of promotion**
- > **Explain areas that are not routine**
 - Weaknesses that are made up for in another way
 - Non-traditional scholarship
 - Contributions to the function of the department
 - Problems with letters of support or evaluations
 - > Showing trajectory of improvement
- > **Call out specific strengths that should be highlighted**



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 about 3 years)**

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](#)

[S Liang, S Fuhrman, R Somogyi - ... symposium on biocomputing, 1998 - lacim.uqam.ca](#) 

Given the immanent gene expression mapping covering whole genomes during development, health and disease, we seek computational methods to maximize functional inference from such large data sets. Is it possible, in principle, to completely infer a complex ...

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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/>



Assistant Professor Timeline / Years 1-6

