

The Path to Associate Professor

Trish Kritek MD, EdM
Vice Dean for Faculty Affairs
April 5th 2022

Plan for Today

1. Digging into the Details of the Promotion Process
 - Trish Kritek
2. Demystifying the SoM A&P Council
 - Ian Bennett, MD, PhD – Chair SOM A&P Council
3. Panel of Recently Promoted Faculty
 - Daniel Cabrera, MD – Department of Medicine
 - Elizabeth Kaplan, MD – Department of Medicine
 - Kathryn Pepple, MD, PhD – Department of Ophthalmology
 - Rosana Risques, PhD – Department of Lab Medicine and Pathology

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

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 years 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	Associate Professor	Professor
Yearly	Every 2 years	Every 3 years

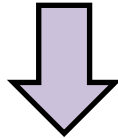
Manage Up → Ask for advice but also support

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 (some departments)
- 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 – 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

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	Basic Scientist		11	6-32

Regional and 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

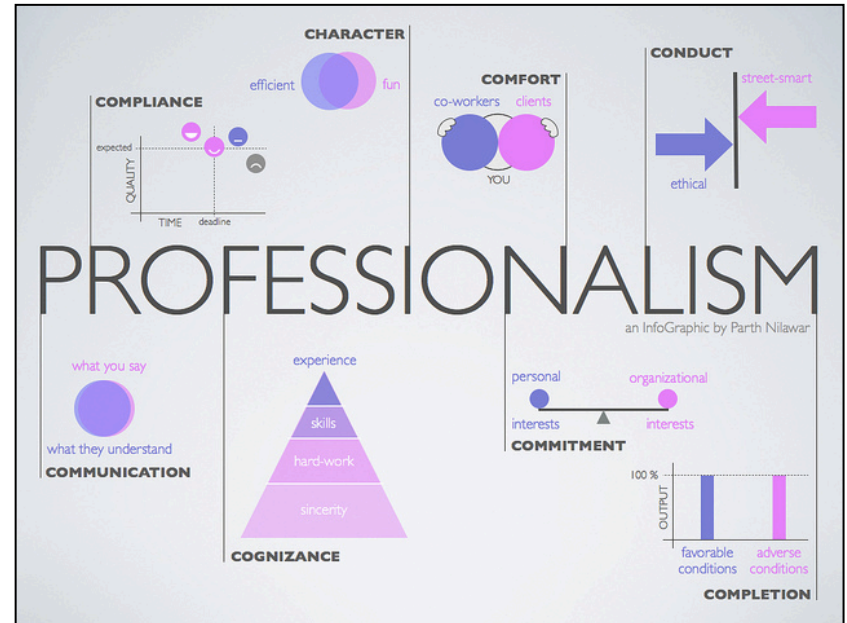


Professionalism

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

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

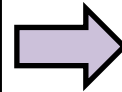
February 2020

Review

Division/
Department
vote

July 2021

Appointment



A&P
Committee
Review

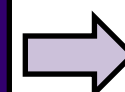
February 2023

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

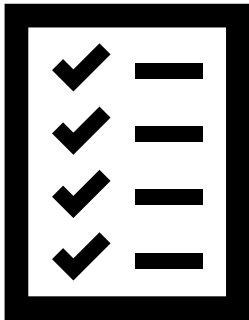
Other key folks – promotion committee members, senior faculty, your chair

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 – 6 total
 - Chair, Division head, Service chief
 - Internal (3) – one from within the department
 - External (3) – “arm’s length” review → not past mentor, current collaborator, close friend, family

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
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

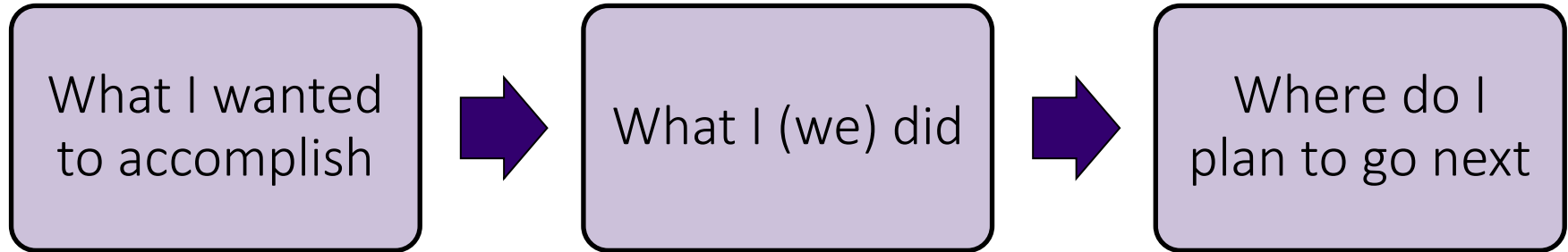
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Your Self-Assessment



Emphasize your strengths & acknowledge the weaknesses

Your Department/Division's Responsibility

Getting letters of recommendation

Obtain peer evaluation of clinical work

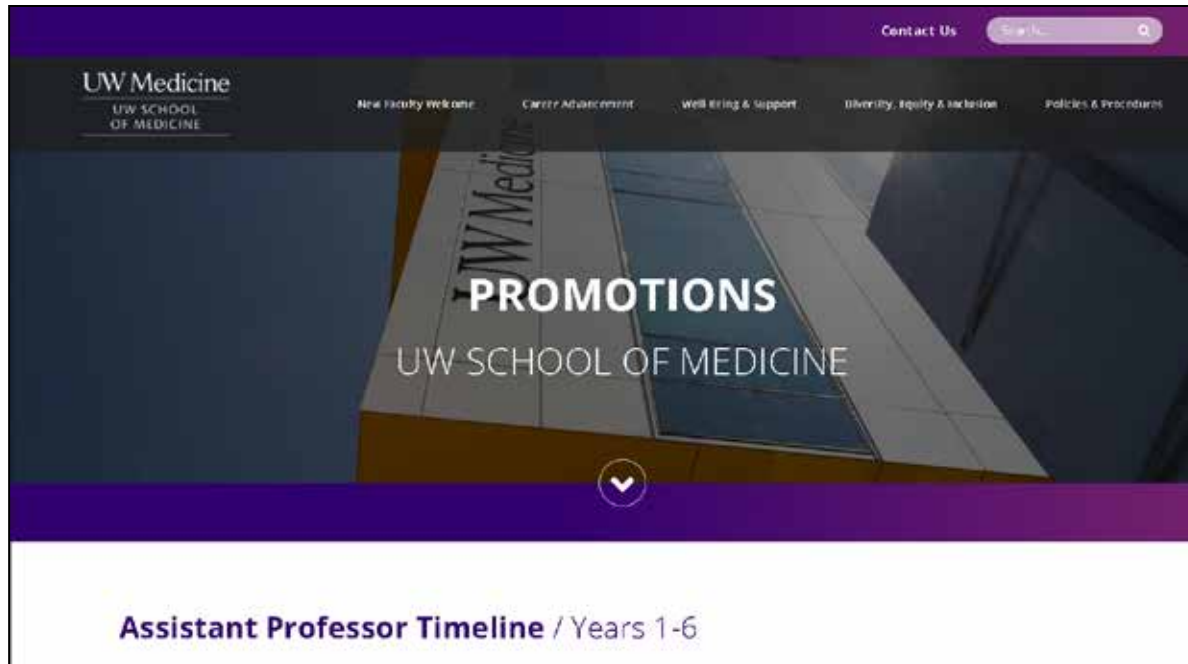
Peer teaching evaluations

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



The screenshot shows the top portion of the UW Medicine website. At the top right, there is a "Contact Us" link and a search bar. Below this is a navigation menu with links for "New Faculty Welcome", "Career Advancement", "Well Being & Support", "Diversity, Equity & Inclusion", and "Policies & Procedures". The main header area features the "UW Medicine" logo and "UW SCHOOL OF MEDICINE" text. The central banner displays "PROMOTIONS" in large white letters, with "UW SCHOOL OF MEDICINE" below it. A white downward-pointing arrow icon is centered in a purple bar at the bottom of the banner. Below the banner, the text "Assistant Professor Timeline / Years 1-6" is visible.

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

Don't Hesitate to Ask for Help

pkritek@uw.edu