The Path to Associate Professor

Trish Kritek MD, EdM
Vice Dean for Faculty Affairs
April 3rd, 2023
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. What Happens at the Provost’s Office – Hilaire Thompson – Assistant Vice Provost for Academic Affairs
4. Panel of Recently Promoted Faculty
   • Carlos Delgado – Anesthesia and Pain Medicine
   • Barbara Norquist – Obstetrics and Gynecology
   • Santiago Neme – Medicine, Allergy and Infectious Diseases
   • Andrea Wills - Biochemistry
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 is your current rank?

ⓘ Start presenting to display the poll results on this slide.
What is your department?
What is your current track (if your department has tracks)?
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>Basic Scientist/Physician Scientist</th>
<th>Clinician Teacher*</th>
<th>Research (often PhD)</th>
<th>Full time Clinical</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 50 to 80% research</td>
<td>• ~80% clinical</td>
<td>• 100% research</td>
<td>• 100% clinical and teaching</td>
</tr>
<tr>
<td>• Teaching</td>
<td>• 20% scholarly activity</td>
<td>• No teaching requirement</td>
<td>• No scholarly requirement</td>
</tr>
<tr>
<td>• Some clinical work (for clinical depts)</td>
<td></td>
<td></td>
<td>• Yearly appointments</td>
</tr>
</tbody>
</table>

* Now Clinician-Scholar in Medicine

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

<table>
<thead>
<tr>
<th>Role</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acting Instructor</td>
<td>• 4 year max</td>
</tr>
<tr>
<td></td>
<td>• No national search needed</td>
</tr>
<tr>
<td></td>
<td>• Academic clock not running</td>
</tr>
<tr>
<td>Acting Assistant Professor</td>
<td>• 4 year max</td>
</tr>
<tr>
<td></td>
<td>• No national search needed</td>
</tr>
<tr>
<td></td>
<td>• Time to jump start career</td>
</tr>
<tr>
<td></td>
<td>• Academic clock not running</td>
</tr>
<tr>
<td>Lecturer</td>
<td>• Recent change to “Teaching Professor” for many</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Acting and Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly</td>
<td>Every 2 years</td>
<td>Every 3 years</td>
</tr>
</tbody>
</table>

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 \( \rightarrow \) 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

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:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Overall Effectiveness</td>
<td>4.9</td>
<td>4.6</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Average Peer Scores</td>
<td>3.7</td>
<td>4.2</td>
<td>3.9</td>
<td>4.2</td>
</tr>
</tbody>
</table>

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. Lukes 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. Lukes 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!!"

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

<table>
<thead>
<tr>
<th>Basic Scientist/Physician Scientist</th>
<th>Clinician Educator/Scholar</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Scholarship of Discovery</td>
<td>• Scholarship of Integration</td>
</tr>
<tr>
<td>• Original independent work</td>
<td>• Book chapters &amp; review papers</td>
</tr>
<tr>
<td>• Grant funding – RO1 or equivalent</td>
<td>• Book authorship/editorship</td>
</tr>
<tr>
<td>• Participation in key parts of multi-center study</td>
<td>• Scholarship of Teaching</td>
</tr>
<tr>
<td>• Invited lectures</td>
<td>• Curriculum development</td>
</tr>
<tr>
<td></td>
<td>• Education software and videos</td>
</tr>
</tbody>
</table>
# 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>
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

- 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.
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

July 2021
Appointment

Promotion
February 2023
Mandatory consideration
July 2024
New rank

Division/Department vote

A&P Committee Review

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

- 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 – 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

**UNIVERSITY OF WASHINGTON SCHOOL OF MEDICINE**

**Curriculum Vitae**

**March 2019**

<table>
<thead>
<tr>
<th><strong>1. Personal Data</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name:</strong> Patricia A. Kritek, M.D., Ed.M.</td>
</tr>
<tr>
<td><strong>Office Address:</strong> 1959 NE Pacific Street, Box 356522, Seattle, WA 98195</td>
</tr>
<tr>
<td><strong>Phone/Fax:</strong> (206) 543-8660 Fax: (206) 685-8673</td>
</tr>
<tr>
<td><strong>Work Email:</strong> <a href="mailto:pkritek@uw.edu">pkritek@uw.edu</a></td>
</tr>
<tr>
<td><strong>Place of Birth:</strong> Chicago, Illinois</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2. Education</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1992 B.A. History of Science/History of Medicine, Yale University, New Haven, CT</td>
</tr>
<tr>
<td>1998 M.D. University of Connecticut School of Medicine, Farmington, CT</td>
</tr>
<tr>
<td>2006 Ed.M. Specialized Studies, Harvard University Graduate School of Education, Boston, MA</td>
</tr>
<tr>
<td>2012 Certificate in Medical Management, University of Washington, School of Public Health</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>3. Postgraduate Training</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internships and Residency</strong></td>
</tr>
<tr>
<td>07/98 – 06/99 Intern in Internal Medicine, Brigham and Women’s Hospital, Boston, MA</td>
</tr>
<tr>
<td>07/99 – 06/01 Resident in Internal Medicine, Brigham and Women’s Hospital</td>
</tr>
<tr>
<td>07/03 – 06/04 Chief Resident in Internal Medicine, Brigham and Women’s Hospital</td>
</tr>
</tbody>
</table>

**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 |

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- 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
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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 or your field
Use All Your Resources

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

pkritek@uw.edu