

# The Path to Associate Professor

Trish Kritek MD, EdM  
Vice Dean for Faculty Affairs  
April 3<sup>rd</sup>, 2024

# Plan for Today

1. Digging into the Details of the Promotion Process – Trish Kritek MD, EdM
2. Demystifying the SoM A&P Council – **Karen Stout, MD** - Chair SOM A&P Council
3. Provost Review of Promotions – **Hilaire Thompson, PhD, RN** – Associate Vice Provost for Academic Personnel
4. Panel of Recently Promoted Faculty
  - Pavan Bhatraju, MD** – Associate Professor, Department of Medicine, Division of Pulmonary, Critical Care and Sleep Medicine
  - Cary Paine, MD** – Clinical Associate Professor, Department of Medicine, Division of Nephrology
  - John Tuthill, PhD** – Associate Professor, Department of Physiology and Biophysics
  - Sarah Wahlster, MD** – Associate Professor, Department of Neurology

Thanks!!!

slido



**What is your department?**

ⓘ Start presenting to display the poll results on this slide.

slido



**What is your current rank?**

ⓘ Start presenting to display the poll results on this slide.

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**How many years have you  
been in rank?**

ⓘ Start presenting to display the poll results on this slide.

# What We Will Discuss



Academic pathways, criteria, and timelines

Putting together your promotion packet

General advice and resources

# Academic Pathways



# Acting Titles

## Acting Instructor

- 4 years max
- No national search needed
- Academic clock not running

## Acting Assistant Professor

- 4 years max
- No national search needed
- Academic clock not running

6 years total time in “acting” roles

# Assistant Professors

## Tenure-track

- Predominantly research
- Teaching requirement
- Tenure at Associate Professor

## Physician Scientist (WOT)

- 50-80% research
- Teaching requirement
- Clinical work for most

## Clinician Teacher (WOT)

- ~80% clinical
- 20% scholarly activity – includes publications

## Research (often PhD)

- 100% research
- No teaching requirement
- Multi-year appointments

## Teaching

- Focus on teaching
- Scholarship in education
- Multi-year appointment

## Full-time Clinical

- 100% clinical
- Many also teach
- No scholarly requirement
- Yearly appointments

Reappoint at 3 years  
Promote at 6 years

New title – Professor of Clinical Practice → clinical & teaching, multi-year terms, scholarship broadly defined

# Meetings with Chair/Chief

Acting and Assistant Professor	Associate Professor	Professor
Yearly	Every 2 years	Every 3 years

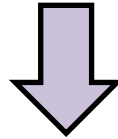
Manage Up → Ask for advice but also support

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 Can Vary

Teaching

Scholarship

Clinical care

Professionalism

Administration and Service

Reputation: local, regional, emerging national

# 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 for every year in rank

Start collecting evaluations now!!!

# Your Teaching Portfolio (Sample from DOM – Clinician Scholar)

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

Has to be readable by the A&P Council

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 Can Vary

## Biomedical Research/ Physician Scientist

- Scholarship of Discovery
- Original independent work
- Grant funding – RO1 or equivalent
- Participation in key parts of multi-center study
- Study sections

## Clinician Educator

- Scholarship of Integration
- Book chapters and review papers
- Scholarship of Teaching
- Curriculum development
- Education software and videos

## Teaching Professor & Clinical Practice

- Scholarship not defined by publications
- CP → quality improvement, clinical leadership, health care equity
- Teaching → education innovation, interdisciplinary teaching

# 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	Biomedical Research		11	6-32

# Regional and National Reputation

NIH study  
sections

Editorial  
boards

Invited  
lectures

Society  
Committee

Collaborative  
research

Board Review  
and national  
courses

Guideline  
committees

Multi-site  
educational  
initiatives

Must find your niche and share beyond our walls

# Clinical Peer Evaluation

Usually obtained by  
your department/  
division – need them  
for years 2 and 5

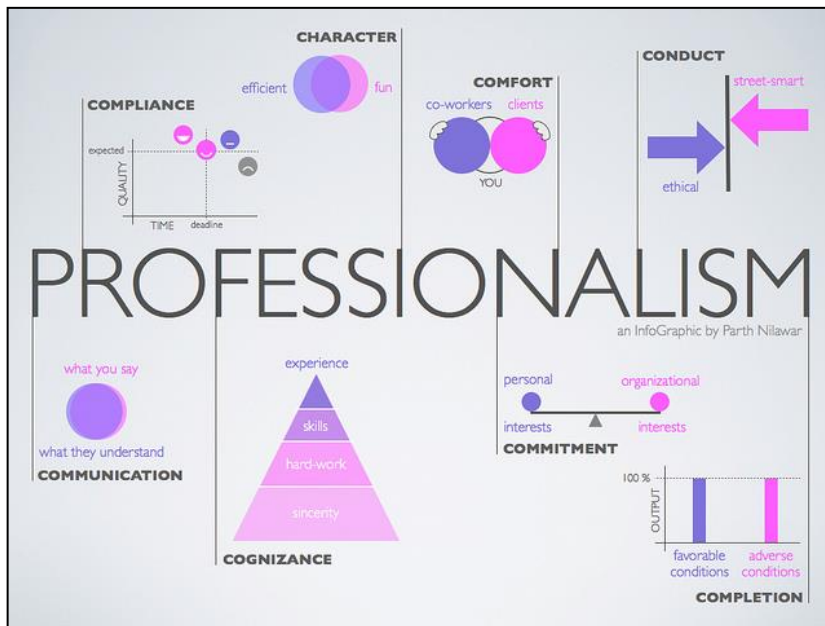


# Professionalism

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

Reappointment

February 2020

Review

July 2021

Re-appointment

February 2023

Mandatory  
consideration

Promotion

July 2024

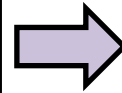
New rank

Jan 2 2019 – June 30 2019

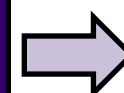


July 2019

Division/  
Department  
vote



A&P Council  
Review



Upper campus  
(Provost)

October

December

Mandatory promotion → hear in March

Non-mandatory promotion → hear in May

# Extending the Clock – Stop the Clock

## Automatic

- Permanent reduction in FTE to a specific FTE threshold
- On approved leave of more than six months

## 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 – Postponement

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

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Your department administrator is your key ally and also the expert

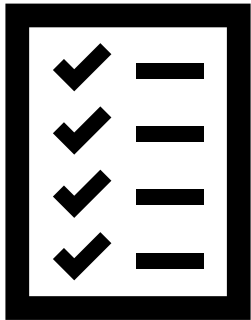
Other key folks – promotion committee members, senior faculty, your chair

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. Learner evaluations (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 – 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](mailto: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

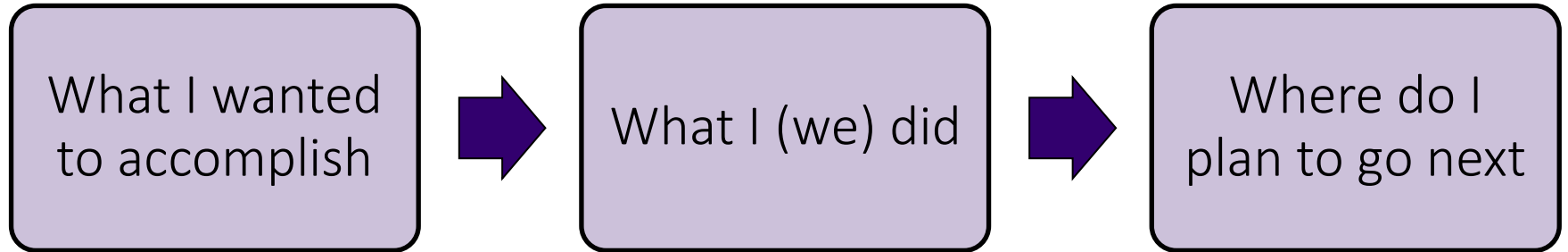
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# Your Self-Assessment



Discuss your scholarship and your unique contributions

Emphasize your strengths & acknowledge the weaknesses

# Your Department/Division's Responsibility

Getting letters of recommendation

Obtain peer evaluation of clinical work

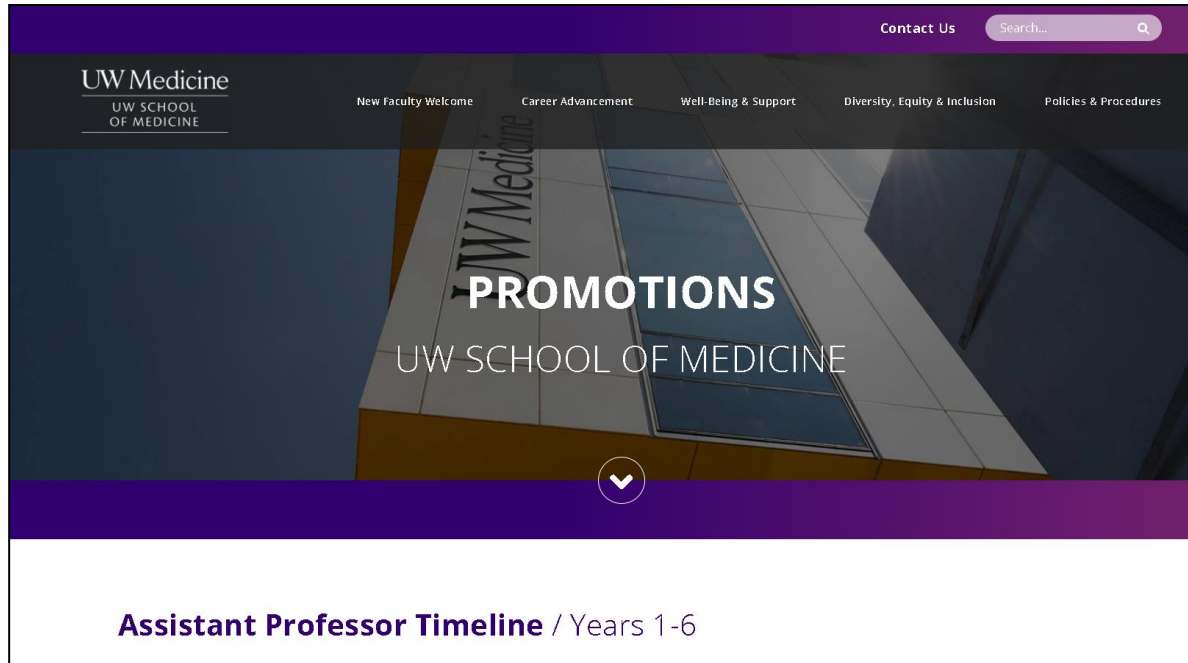
Peer teaching evaluations

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



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 with the placeholder text "Search...". Below this is a dark navigation bar containing the "UW Medicine" logo on the left and several menu items: "New Faculty Welcome", "Career Advancement", "Well-Being & Support", "Diversity, Equity & Inclusion", and "Policies & Procedures". The main content area features a large, stylized image of a building facade with the "UW Medicine" logo repeated vertically. Overlaid on this image is the word "PROMOTIONS" in large, bold, white capital letters, with "UW SCHOOL OF MEDICINE" in smaller white capital letters below it. A white downward-pointing arrow icon is centered at the bottom of the image area. Below the image is a solid purple horizontal bar. At the very bottom of the screenshot, the text "Assistant Professor Timeline / Years 1-6" is displayed in a dark purple font.

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

Don't Hesitate to Ask for Help

[pkritek@uw.edu](mailto:pkritek@uw.edu)

We would love your feedback!

