

The Path to Associate Professor

Sahar N. Rooholamini, MD, MPH
Assistant Dean for Faculty Recruitment and Retention
Associate Professor of Pediatrics
UW School of Medicine
9/22/26



The mission of the UW School of Medicine Office of Faculty Affairs is to support and empower our community of faculty to learn, grow, and thrive.

Visit our website to explore our full range of offerings! In addition to those highlighted here, we provide resources and events designed to support faculty throughout their careers.



Office of Faculty Affairs Programs

Thrivecast



Podcast with tips to help
faculty thrive in their careers

Workshops



Healthcare Finance
Leadership
Promotion
Well-Being
...and more

Rising Leaders



Leadership course
for aspiring leaders



CLIME

Join our programs as we strive to create a diverse, inclusive, and welcoming community that works together to optimize teaching skills, foster educator career development, and support educational scholarship.

Coaching



Whether you're navigating the complexities of academic medicine, seeking clarity in your career path, or striving to enhance your leadership skills, our coaching programs are here to support you.

Well-Being Programs



We are committed to supporting the well-being of people across our biomedical research departments, clinical departments, health system, and learning environments.

Upcoming Events



9/30: SoM Excellence in Faculty Recruitment #2:
Assessing Application Materials

10/8: Mindful Self-Compassion #1: What is Self-
Compassion – Definition and Science of Self-
Compassion

10/20: Leadership Workshops: Strategies for Effective
Communication

Evaluation

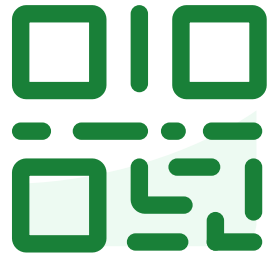


Objectives

1. Provide an overview of academic pathways, promotion criteria, and timelines
2. Explain (and demystify) the promotions process
3. Prepare you to put your promotion packet together
4. Spotlight the wisdom and advice of recently promoted faculty

Agenda

1. Titles, Tracks, and All Things Promotion (Sahar)
2. Demystifying the SoM A&P Council (Karen Stout, MD,
Professor of Medicine, Chair of SoM A&P Council)
3. Q&A with Panel of Recently Promoted Faculty
 - Emily Berkman, MD, MA – *Associate Professor, Dept. of Pediatrics*
 - Marie Davis, MD, PhD – *Associate Professor, Dept. of Neurology*
 - Anita Chopra, MD – *Clinical Associate Professor, Dept. of Medicine*
 - Devin Schweppe, PhD – *Associate Professor, Dept. of Genome Sciences*



**Join at slido.com
#1210625**

slido



What is your department?

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

slido



What is your current rank?

① Start presenting to display the poll results on this slide.

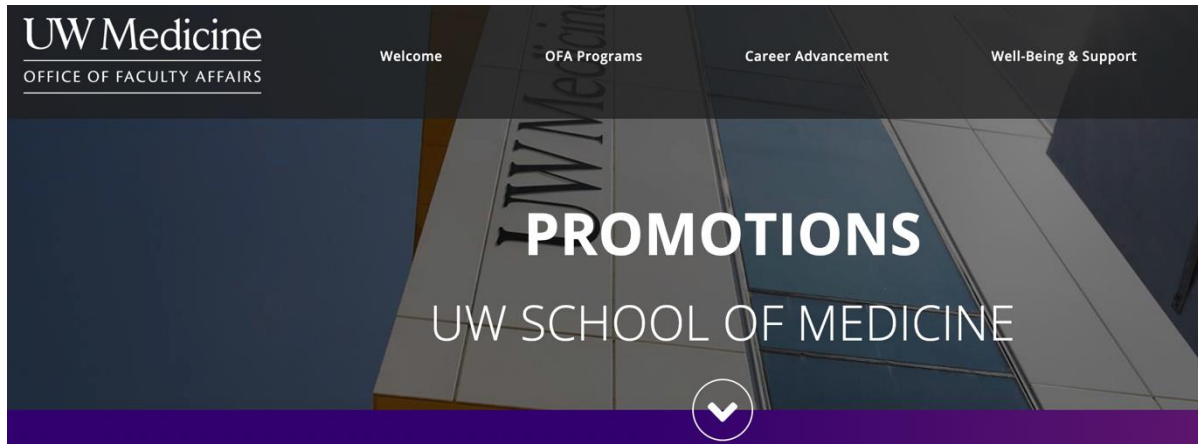
slido



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

① Start presenting to display the poll results on this slide.

Key Resources: Promotions Website



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

DEPARTMENT PROMOTIONS CRITERIA

UW SCHOOL OF MEDICINE



Each department in the UW School of Medicine has specific promotion criteria. Some departments include separate criteria for particular tracks or appointment types. On this page, you will find that information for each department. Please contact your department administrator if you have questions about your individual promotion requirements.

You may also find more general promotion guidance including timelines and additional resources such as CV format and teaching portfolio examples on our [faculty promotions page here](#).

Anesthesiology and Pain Medicine



Biochemistry

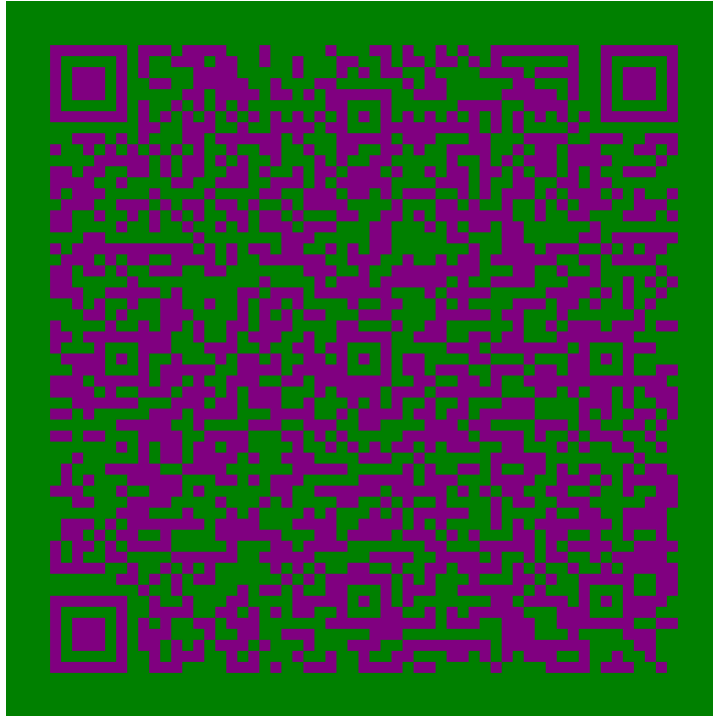


Bioengineering



<https://faculty.uwmedicine.org/departments-promotions-criteria/>

For a Deep Dive: A&P Guide



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

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

Meetings with Chair/Division Head

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

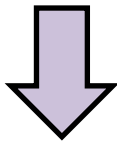
Manage up → Ask for advice, support, discuss **next steps**

You should get a summary of the meeting

Promotion Criteria

Know Your Department's Criteria

Each department does things slightly differently

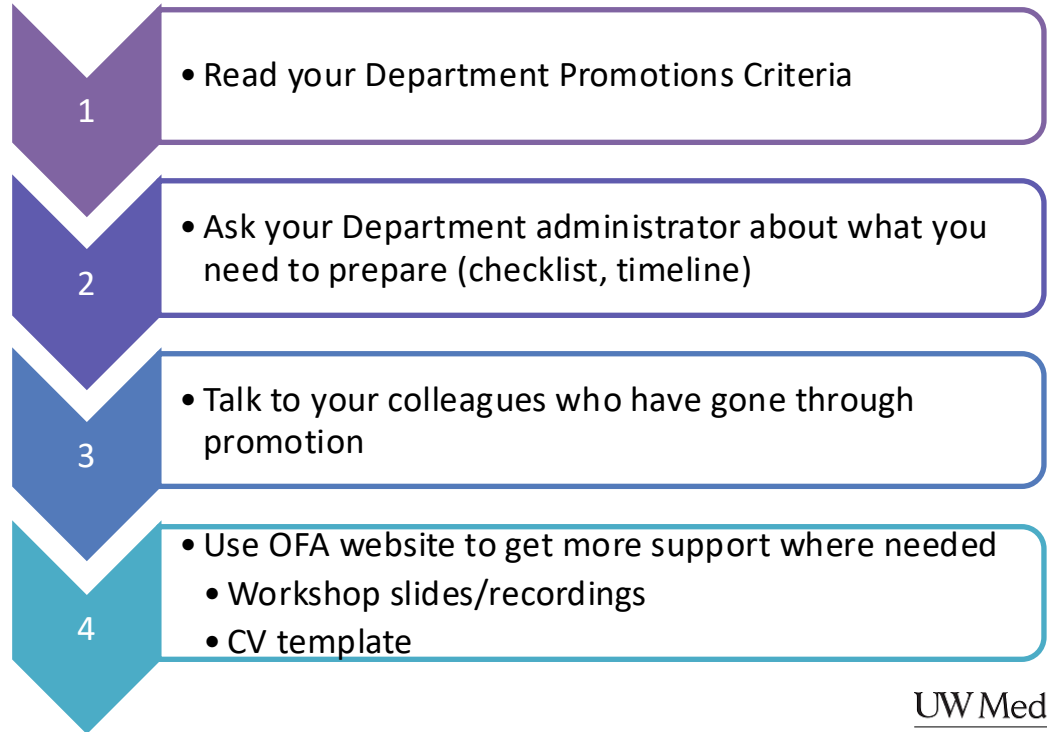


Start by talking to folks in your department

Structured Approach to the Packet



Department Criteria



Categories for Promotion Can Vary

Teaching

Scholarship

Clinical care

Professionalism

Administration and Service

Reputation: local, regional, national, international

Teaching



- Evaluated by quality and value, effectiveness, innovation
- Can be from all types of learners
 - Undergraduates
 - Graduate students
 - Medical students
 - Residents and Fellows
 - Post-docs
 - APPs
 - Peers
- **Peer** teaching evaluations → 2 evaluations/year for every year in rank

Collect teaching evals early and often!!

New Teaching Portfolio (in effect AY '26-'27)

Areas of Contribution

1. Teaching Activities
2. Mentoring, Coaching, and Advising
3. Curriculum Development
4. Learner Assessment
5. Educational Leadership
6. Educational Research and Scholarship

- Faculty member provides focused summary in 1 or more Areas of Contribution
- Maximum 6 pages (including title page)
- **For most, the entire Teaching Portfolio will be 2-3 pages long**

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 studies
- Study sections

Clinician Educator

- Scholarship of **Integration**
 - Book chapters and review papers
- Scholarship of **Teaching**
 - Curriculum development
 - Educational software/videos

Teaching Professor & Clinical Practice

- Scholarship **not limited to publications**
- Clin. Practice → quality improvement, clinical leadership, health care equity
- Teaching → education innovation, interdisciplinary teaching

Number of Total Publications

Department	Track	Mean	Median	Range
Medicine	Physician Scientist	26	30	
	Research Scientist	35	36	
	Clinician Teacher	18	24	
Pediatrics	Physician Scientist	48	48	30-92
	Clinician Scholar	32	28	14-87
Biochemistry	Biomedical Research		11	6-32

Regional and National Reputation

NIH study
sections

Editorial
boards

Invited lectures
(e.g., Grand
Rounds)

Society
Committees

Collaborative
research

Board Review
and national
courses

Guideline
committees

Multi-site
educational
initiatives

Define 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

Timely
documentation/task
completion

Proactive response to
any concerns



Photo: "[Horizon](#)" by [enneafive](#) is licensed under [CC BY 2.0](#).

Administration and Service

Service on
committees

Co-leading an
affinity group

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: Zoomed-Out View

Appointment

July 1, 2022

July 2022 – Jan 1 2023



July 2022

Reappointment

February 2024

July 2025

Review

Re-appointment

Promotion

February 2027

July 1, 2028

Mandatory
consideration

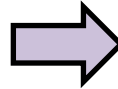
New rank

Jan 2 2023 – June 30 2023



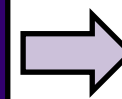
July 2023

Division/
Department
vote



A&P Council
Review

October



Upper campus
(Provost)

December

Promotion Timeline: Zoomed-Out View

Appointment

July 1, 2022

July 2022 – Jan 1 2023



July 2022

Reappointment

February 2024

Review

July 2025

Re-appointment

Promotion

February 2027

Mandatory
consideration

July 1, 2028

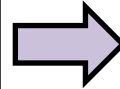
New rank

Jan 2 2023 – June 30 2023

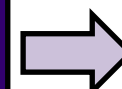


July 2023

Division/
Department
vote



A&P Council
Review



Upper campus
(Provost)

October

December

Mandatory promotion → hear in March

Non-mandatory promotion → hear in May

Extending/Stopping the Promotion Clock

Automatic

- Permanent reduction in FTE to a specific FTE threshold
- On approved leave of more than six months
- Federal policy changes (Opt **OUT**)

Request

- Birth or adoption of a child; parental responsibilities
- Personal or medical reasons impacting scholarly productivity when not on approved leave (approval of Chair)

[Information on Waivers \(updated 2026\)](#)

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

Preparing the Promotion Package

Your department administrator is your key ally and the expert

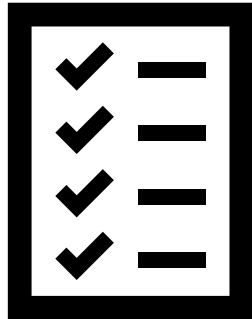
Other key folks – promotion committee members, senior faculty, your Chair

Talk to others who have recently gone through this process

The Promotion Package

1. Updated CV (UW School of Medicine format)
2. Your top 5 papers or other forms of scholarship
3. Learner evaluations
4. Peer evaluations – clinical and teaching
5. Teaching Portfolio
6. Your written self-assessment – similar to personal statement
7. Letter from Chair
8. Letters of evaluation – 4 total, all *higher in rank*
 - Internal (1) – one from within the department
 - External (3) – “arm’s length” review → not past mentor, current collaborator, close friend, family

Things on Your List to Do



- Review the promotion criteria for your department
- Keep your CV and bibliography up to date
- Start early on your Teaching Portfolio
- Be proactive about peer and learner teaching evaluations
- Create a self assessment / personal statement
- PDFs of 5 most important papers/scholarly work

Your CV



Use UW SoM format

Ask senior faculty to review it

Take credit for all you do!

Your Self-Assessment: *Tell Your Story*



Your Department/Division's Responsibility



Getting letters of evaluation



Obtaining peer evaluation of clinical work



Peer teaching evaluations*



Collating the online evaluations (e.g., MedHub)



Submitting the packet in a single electronic file

You suggest outside
letter writers and
Department
requests them

*some departments ask faculty to obtain these –ask your department

We are here to help!
srooh@uw.edu



Dr. Giana Davidson
Interim Vice Dean for Faculty Affairs
ghd@uw.edu



Dr. Michelle Terry
Assistant Dean for URMS Career
Development
mterry@uw.edu



Thank You

**Melissa Deabler-Urban and
the Office of Faculty Affairs
team**

**School of Medicine A&P
Council**

Please complete this short evaluation



The UW School of Medicine Appointments and Promotions Council

Overview of process and What it means for you

KAREN STOUT, MD
PROFESSOR, DIVISION OF CARDIOLOGY,
DEPARTMENT OF MEDICINE
CHAIR, SCHOOL OF MEDICINE APPOINTMENTS AND PROMOTIONS COUNCIL

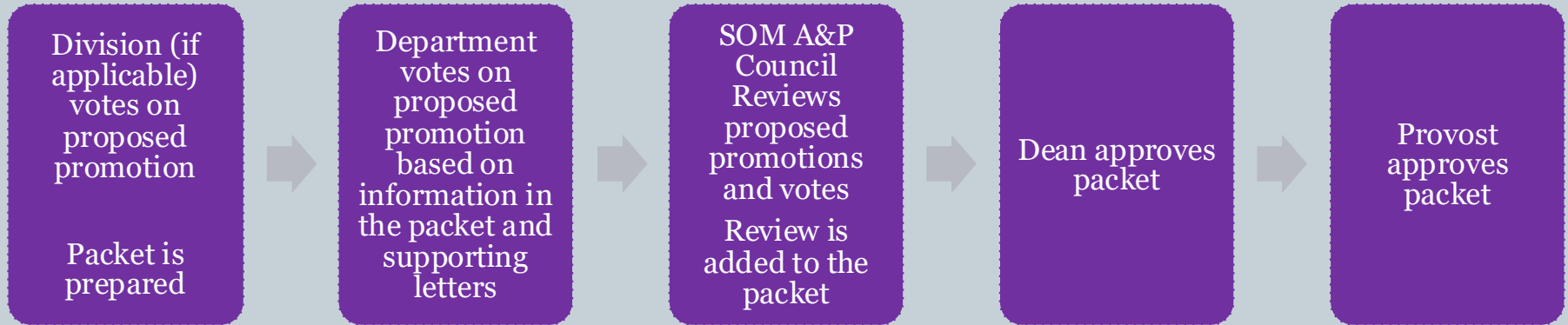
Why care about the School A & P council?

Because to be promoted, it is a key step in the process

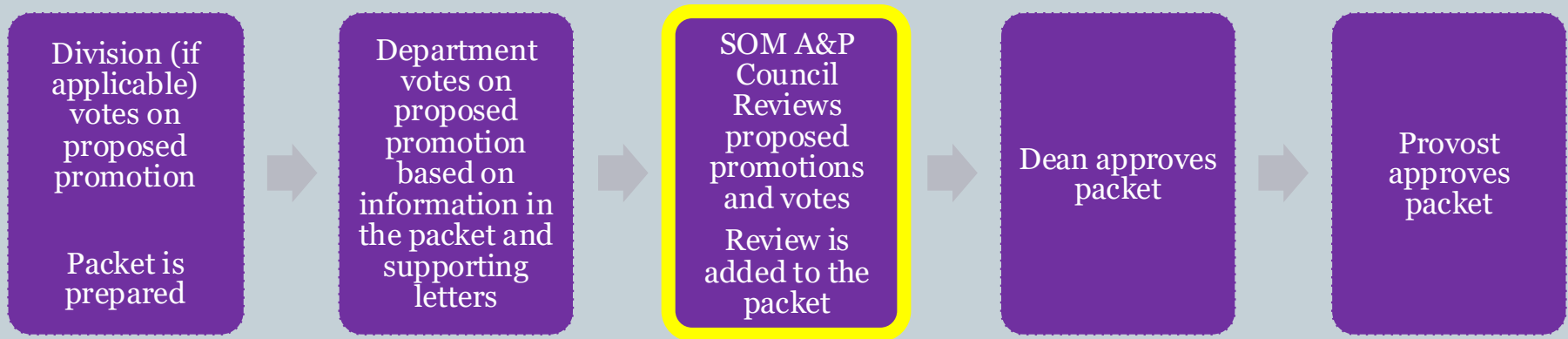
Understanding the process will help you navigate your promotions or provide counsel/mentorship to others

Add transparency and resources for questions

Promotion Process



Promotion Process



Appointment and Promotion Committees

Departmental Appointment and Promotion Committees help define criteria for appointment and promotion

**Those criteria have commonalities as dictated by Faculty Code and the SOM
They are otherwise unique to the Department**

Are approved by A&P Council and the SOM

Working group to create unified criteria across departments

All Department voting faculty vote on appointments and promotions (based on rank)

School of Medicine A & P Councils

One of a few “governance councils” in the SOM

NEW Council organization:

Associate Professors and Professors who are not Department chairs

not more than one per Department, regardless of Department size

New in 2026 there are two councils

one for promotion to associate professor, another for promotion to professor

It serves as peer review on behalf of the SOM, outside of the home Department

Is observed by ex-officio (nonvoting) members

Communications are confidential, but summary is added to the packet and available to the candidate

What do we look at?

Promotion criteria for 31 Departments, SOM Guidelines, UW Faculty Code

Individual faculty packets, including CV, letters, *all* evaluations, personal statements

Each packet is reviewed by two members, one primary, one secondary

Review template filled out, will become part of the packet

Information in the Review Template

the review is DETAILED, everything is looked at

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

School of Medicine A & P Council

>200 promotions last year, reviewed in fall/winter (24 mandatory, 138 non-mandatory)

The vast majority only celebrate the faculty member accomplishments

Over 90% of packets are clearly outstanding or routine, thus do not require in depth discussion (~99% of faculty promotions are approved)

<7% are challenging and require discussion

WAIT - What do you mean by “challenging”????

Significant number of no votes in division or department

More than one unfavorable referee letter

Poor evaluations without evidence of improvement

Professionalism concerns

Lack of clearly demonstrated independence

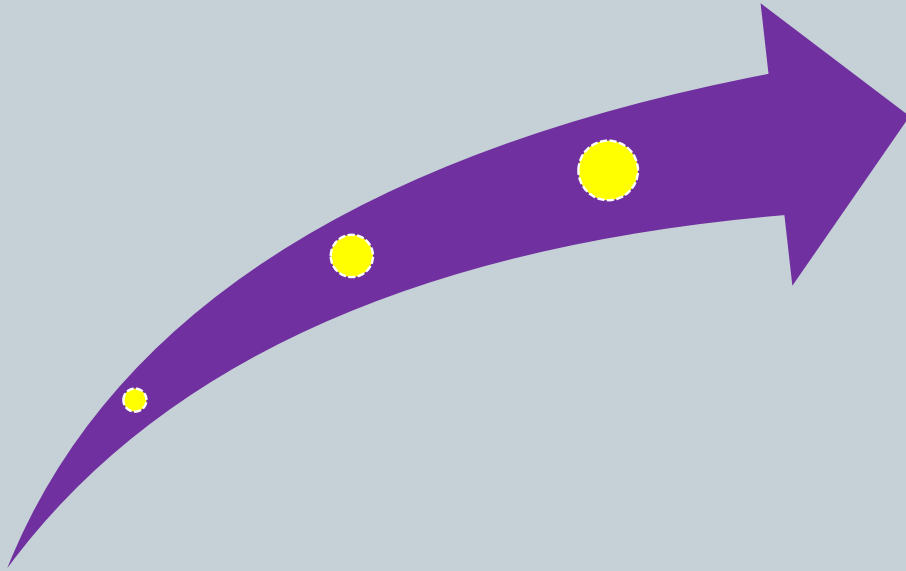
Unexplained variability

Concerns that some aspect of promotion criteria are not met

Trajectory

**SOME RELATIVELY COMMON ISSUES THAT ARISE
THAT HAVEN'T ALREADY BEEN DISCUSSED**

It can take time to demonstrate 'sustained' excellence when sustained is part of the criteria



Non-mandatory = assistant to associate before year 6

Early should be unusual, not the expectation

Non-mandatory need evidence of a strong, obvious sustained excellence (which can take time)

Your Self-Assessment A & P Council

Tell us about your career as if we have NO IDEA about your specialty/expertise – because we generally don't!!!
It should add perspective to what will be in Chair's letter and outside referee letters

What I (we) did

Where do I
plan to go next

Emphasize your strengths & acknowledge the weaknesses

Demonstrating Independence

Required in some but not all pathways/tracks

Interdisciplinary work and “team science” make attribution of effort and the 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, talk with Chair/Division Head to make sure they understand your contribution

Reviewers outside your Division/Department need context to understand success
Letters and personal statement provide context



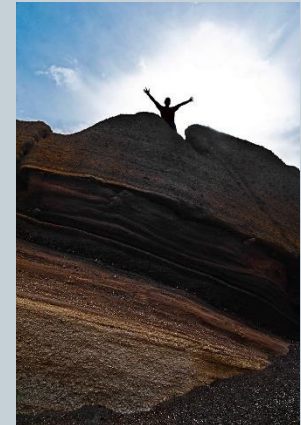
How can you help yourself succeed in the process?

Use your mentors! Talk to your Chair.

**Understand your story in the context of promotion
where it is 'usual' and where it isn't
make sure we understand your unique contributions!
What is your "path"?**

**Know what is in your packet (aside from letters)
highlight your strengths, own your weaknesses and your
plan for improving**

Know that most candidates are promoted with no issue



Q&A with Panel of Recently Promoted Faculty

Devin Schweppe, PhD – *Associate Professor, Dept. of Genome Sciences*

Anita Chopra, MD – *Clinical Associate Professor, Dept. of Medicine*

Marie Davis, MD, PhD – *Associate Professor, Dept. of Neurology*

Emily Berkman, MD, MA – *Associate Professor, Dept. of Pediatrics*

Please complete this short evaluation

