

Demystifying the Promotion and Tenure Process

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September 20, 2016

Presenters

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Professor of the Department of Internal Medicine and Surgery, Chief of Pulmonary and Critical Care Medicine, and Chair of the Promotion & Tenure Committee

- **Greg Fitz, MD**

Dean of UT Southwestern Medical School, Executive Vice President & Provost of UT Southwestern Medical Center

- **Carol Tamminga, MD**

Professor and Chair of the Department of Psychiatry

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Promotion & Tenure Process

- Faculty tracks
 - Tenure-Accruing
 - Research
 - Clinical Scholar
 - Clinician-Educator

How to Find Out Which Track You are On

- Review your faculty re-appointment letter
- If you need a copy of your re-appointment letter, contact your department or division administrator



August 1, 2013

Faculty Member, Ph.D.

MEMORANDUM OF APPOINTMENT, 2013-2014 Fiscal Year

The University of Texas Southwestern Medical Center has recommended to the Board of Regents of The University of Texas System that you be appointed to the following position.

PRIMARY ACADEMIC TITLE Associate Professor	TRACK Clinician-Educator	TENURE STATUS Nontenured Clinical	
DEPARTMENT Internal Medicine	PERIOD OF APPOINTMENT 9/1/2013 – 8/31/2014	PERCENT TIME 100%	MONTHS 12
BASE SALARY \$50,000	SUPPLEMENTAL SALARY \$50,000	TOTAL SALARY* \$100,000	

This appointment is subject to the provisions of the [Rules and Regulations](#) of the Board of Regents of The University of Texas System, [Regental](#) and UT System policies, the policies and procedures of UT Southwestern and applicable state and federal law, and is further contingent upon the decision of the Board of Regents of The University of Texas System to approve your position at their next scheduled meeting on August 21, 2013. This salary figure represents the gross amount (excluding fringes) for the period of appointment only and is subject to deductions as required by state and federal law and, if permitted by law, such other deductions as you may authorize. Where the source of funds for all or part of the salary stated above is from contracts, grants, gifts, bequests, or endowments the obligation of the institution with respect to the payment thereof is subject to the receipt of such funds.

Promotion & Tenure Process

- Tenure-Accruing Track
 - For individuals who spend most of their time directing and conducting original research
 - Promotion requires a **national reputation as an independent researcher** and excellence in teaching, clinical practice (if applicable), and citizenship
 - Typical question: “What is their original contribution to the field, and why is it important?”

Promotion & Tenure Process

- Research Track
 - For individuals who predominantly do research but may not direct an independent research program
 - Promotion requires a national reputation as a research scientist or essential contributions to **multiple** research programs. Participation in teaching is highly desirable.
 - Typical question: “Are they nationally recognized for their own critical contributions to research efforts?”

Promotion & Tenure Process

- Clinical Scholar Track
 - For individuals whose efforts are balanced between the conduct of original research or other scholarly activity and clinical practice
 - Expected to be the **driving force** in the generation and/or dissemination of knowledge of some of their research activities. Expected to establish a consistent and sustained (over several years) record of peer-reviewed publications in highly respected journals.
 - Promotion also requires sustained excellence in clinical care and teaching.

Promotion & Tenure Process

- Clinician-Educator Track (*2016 major changes in red)
 - For individuals who spend most of their time in clinical activities and teaching.
 - Promotion requires sustained excellence as a clinician.
 - Academic participation **must** take the form of teaching activities which must be judged **to be excellent to outstanding**.
 - **Candidates must have measureable scholarly activity.**
 - Full professors must have a reputation or influence beyond UT Southwestern.

Promotion & Tenure Process

- Chair or Center Director assembles promotion packet:
 1. Nomination letter(s): primary and secondary appointments
 2. Graduate program chair letter
 3. Offer from another institution
 4. Candidate's CV (use UTSW standardized form)
 5. Teaching portfolio
 6. Teaching evaluations
 7. Clinical activities
 8. Press Ganey scores
 9. Grant support
 10. Publication examples
 - Up to 5 for assistant professors
 - Up to 10 for associate professors
 11. Description of each publication
 12. List of 5–6 professional references (please do not contact)

Promotion & Tenure Process

- Chair or Center Director submits packet to Dean's office on October 15th and December 1st.
- Dean's office submits packet to chair of P&T committee
- Chair assigns to member(s) of P&T committee for review
- Review commences
 - References are contacted (listed and unlisted)
 - Teaching evaluated by contacting residents, postdocs, students, nurses, course directors, etc.
 - Citizenship evaluated by contacting in-house colleagues
 - Typically at least 10 reviews (5 - >20) obtained by each member

Promotion & Tenure Process

- Members present review of candidate to full P&T committee
 - Committee meets every Wednesday from December to April
 - Reviewers present findings and make recommendation
 - Chair asks for additional comments/questions
 - Committee votes anonymously, majority required for recommendation
 - Close votes are discussed further
- Chair records minutes of meeting, reports vote to Dean's office
- Dean's office notifies department chair of decision

Promotion & Tenure Process

- Potential Issues
 - Faculty track appropriateness
 - Timing of promotion
 - Part-time faculty
 - Reference issues
 - Not all track requirements fulfilled

Promotion & Tenure Process

- Remember:

- The P&T review process is confidential. Please do not contact your references or P&T committee members.
- Teaching and citizenship are important in addition to research and patient care.
- Make sure that you are on the appropriate track.
- Know the criteria for promotion in your track.
- www.utsouthwestern.edu/promten

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Departmental Role in Faculty Promotion at UT Southwestern:

**Your Department Wants You to
Succeed**

Departmental Faculty Development

Goals:

- To mentor each faculty member in academic excellence, within track.
- To develop a distinguished and diverse faculty who excel in research, teaching and/or clinical care .
- to celebrate faculty achievements, promotions and professional honors.

To Encourage UT Southwestern Medical Center-wide Educational Programs:

- UTSW Medical School: within Discipline, Lectures and Programs; attend to list servs
- UTSW Graduate School of Medical Sciences: Lectures, Seminars and Courses
- Center for Translational Medicine (and CTSA): Courses, Degree Courses and Lectures
- Mechanisms of Disease and Translational Science (HHMI) Program
- Office of Faculty Diversity and Development (Leadership seminars and courses)
- Goal: Use these resources to develop cutting edge knowledge and techniques in your specialty area

Specific Programs and Cores

- Within your specialty, you can network with scholars world-wide to develop academic colleagues with whom to learn, review and develop new knowledge and collaborate.
- UT Southwestern has one of the best basic and translational Core programs, with cross-departmental access: methodologies.
- Seek collaborations, nationally and abroad.
- Consider all collaborative options to expand your scientific expertise; cross-departmental and within departments.

What Does your Department Contribute?

- It interprets standards for promotion based on national and P&T committee norms.
- It clarifies progress within the clinician-educator, clinical scholar, research, and tenure tracks.
- It can appoint ‘career’ advisors for promotion and advancement, independent of supervisors.
- Sponsor discussions of promotion-related topics.
- Departments provide core technical resources; advantage research collaborations; develop Core expertise—for basic-, translational- and clinical-outcome research.
- Then, there is the letter to P&T committee.....

Department of Psychiatry Development Programs

- Individual faculty Career Advising Program.....
- Departmental Promotions and Appointments Committee to track faculty development and promote advising.....
- Senior faculty training in advising and mentoring....
- Faculty group Advising at department retreats; discussion groups.....
- Mentoring within Divisions, specific to individuals and specific to track, eg, national meeting; local reputations
- Core programs for research: basic laboratory and clinical translational
- Acknowledge achievements to departmental colleagues (via announcements at Retreats and departmental communication).....
- Protected Time (albeit small) for Academic Productivity

GO FOR IT:

**YOUR SUCCESS is success for
Your Department and UT
Southwestern**

We are in this together!



OFFICE OF FACULTY DIVERSITY & DEVELOPMENT
OFFICE OF WOMEN'S CAREERS

UTSouthwestern
Medical Center

Here to support our faculty

Questions?

Office of Faculty Diversity & Development
Office of Women's Careers

UTSouthwestern
Medical Center

Track-Specific Workshops

The Office of Faculty Diversity & Development and the Office of Women's Careers are launching academic track-specific workshops as a follow-up to the annual Promotion & Tenure Symposium.

Workshops will address:

- The Development of Independence & Impact
- Building a Regional Reputation
- Building a National Reputation
- The Evaluation of Teaching Excellence

2016-2017 P&T Workshop Dates

Clinical Scholar Track	Thursday, October 18, 2016	D1.200; noon – 1:00 p.m.
Presenters:	Marlene Corton, MD	Jeffrey Cadeddu, MD
Tenure-Accruing Track	Tuesday, November 17, 2016	ND13.218; noon – 1:00 p.m.
Presenters:	Jane Johnson, PhD Philip Shaul, MD	Lance Terada, MD
Clinician-Educator Track	Thursday, January 19, 2017	D1.602; noon – 1:00 p.m.
Presenters:	Diane Twickler, MD	Michel Baum, MD
Research Track	Thursday, February 23, 2017	NL3.120; noon – 1:00 p.m.
Presenters:	Beatriz Fontoura, PhD	Steven Kliewer, PhD

Lunch provided