

# **Starting University Clinical Careers Efficiently, Scholarly, and Successfully**

## **Promotion Criteria**

**Lance Terada, M.D.**

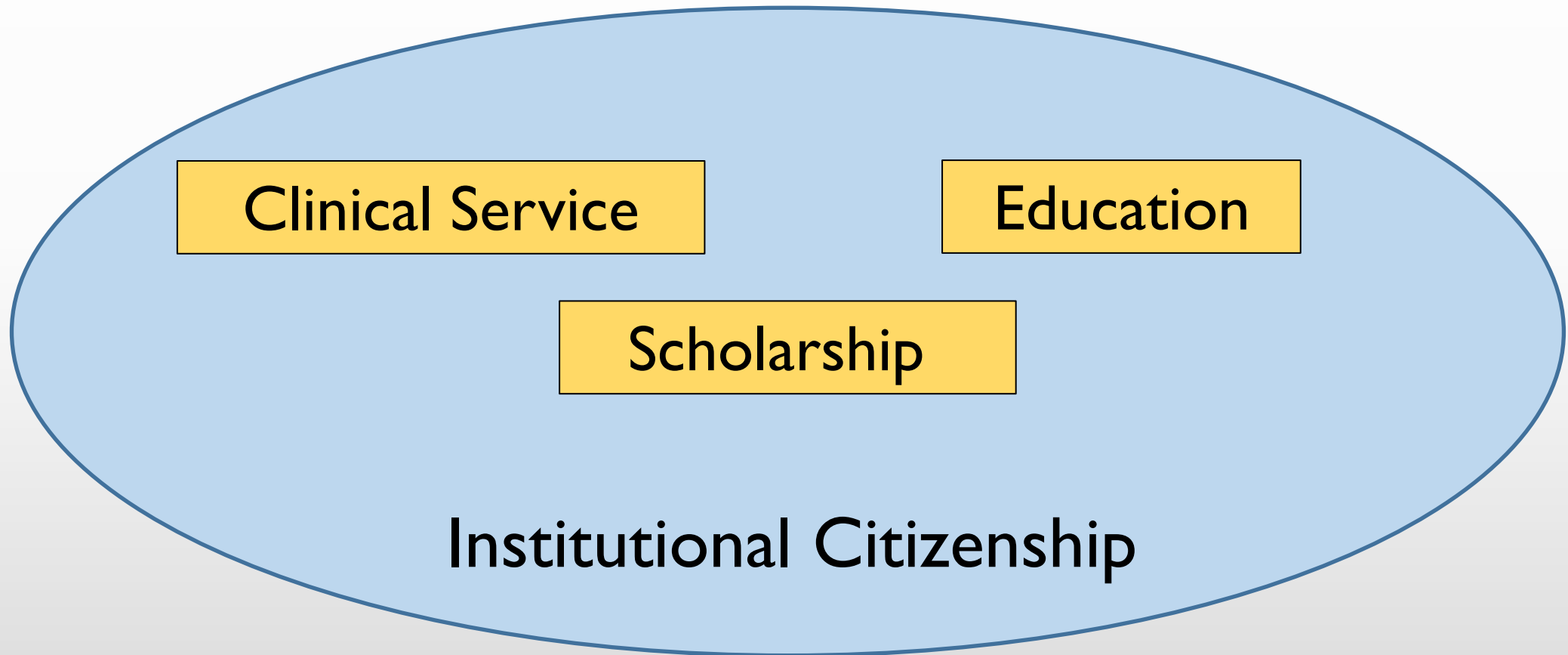
**Division Chief of Pulmonary and Critical Care Medicine**

**Chair of the Promotion & Tenure Committee**

**Professor of Internal Medicine and Surgery**

# **What is an Academic Physician?**

# Main Components of Your Academic Career



# Faculty Academic Tracks

Clinician-Educator Track (n~1,915)

Tenure-Accruing/Tenure Track (n~390)

Research Track (n~350)

Clinical Scholar Track (n~277)

Clinician Track (n~358)

Which track matches your career goals?

# Clinician Track

- “Typically 95% or greater” clinical effort
- Includes clinical program administration, leadership in quality and performance, clinical program development and governance
- Contributions to the Academic Mission



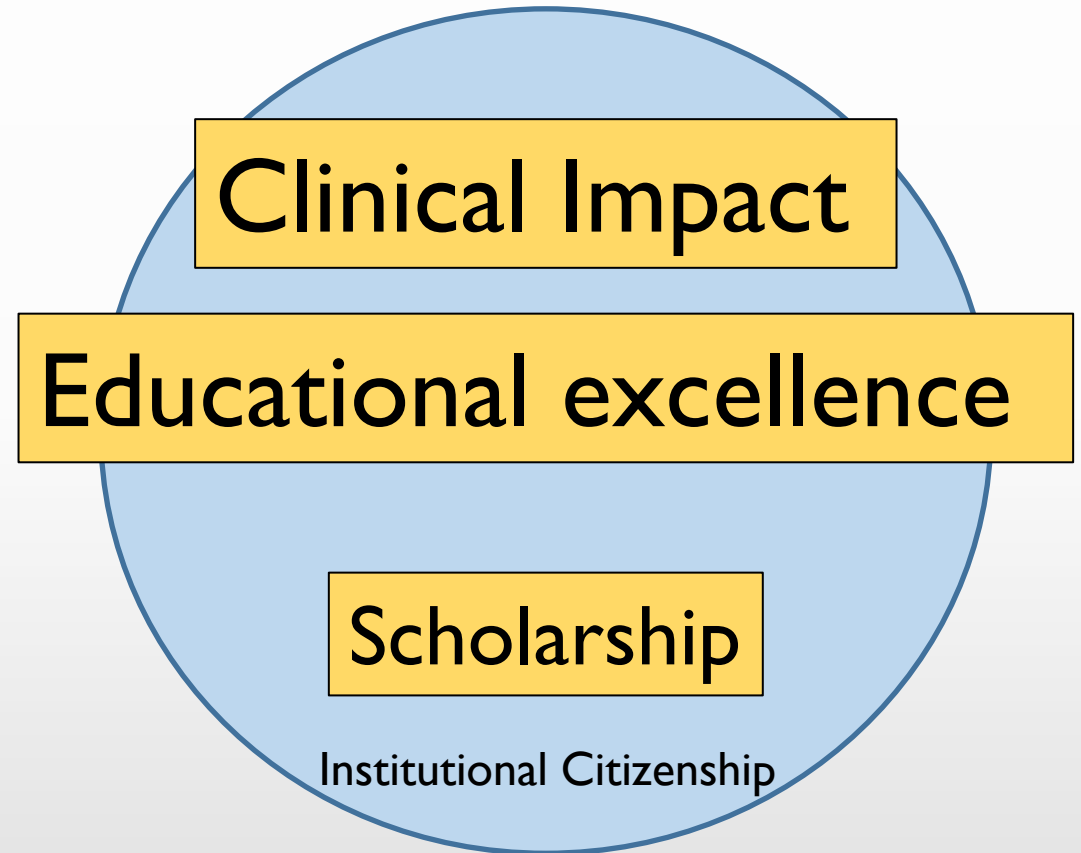
# My clone on Clinician Track

- Direct patient care 80% of the time, have a busy regional referral practice for difficult COPD
- 10% directing 4 faculty and 1 APP in the Airways disease clinic
- 5% as a co-chair for one of the Quality committees at Parkland
- Volunteers to give SOM lectures and preceptorships, teach residents
- Middle author on 2 clinical studies, first author on 1 book chapter
- Organizer for annual DEI recruitment fair for trainees



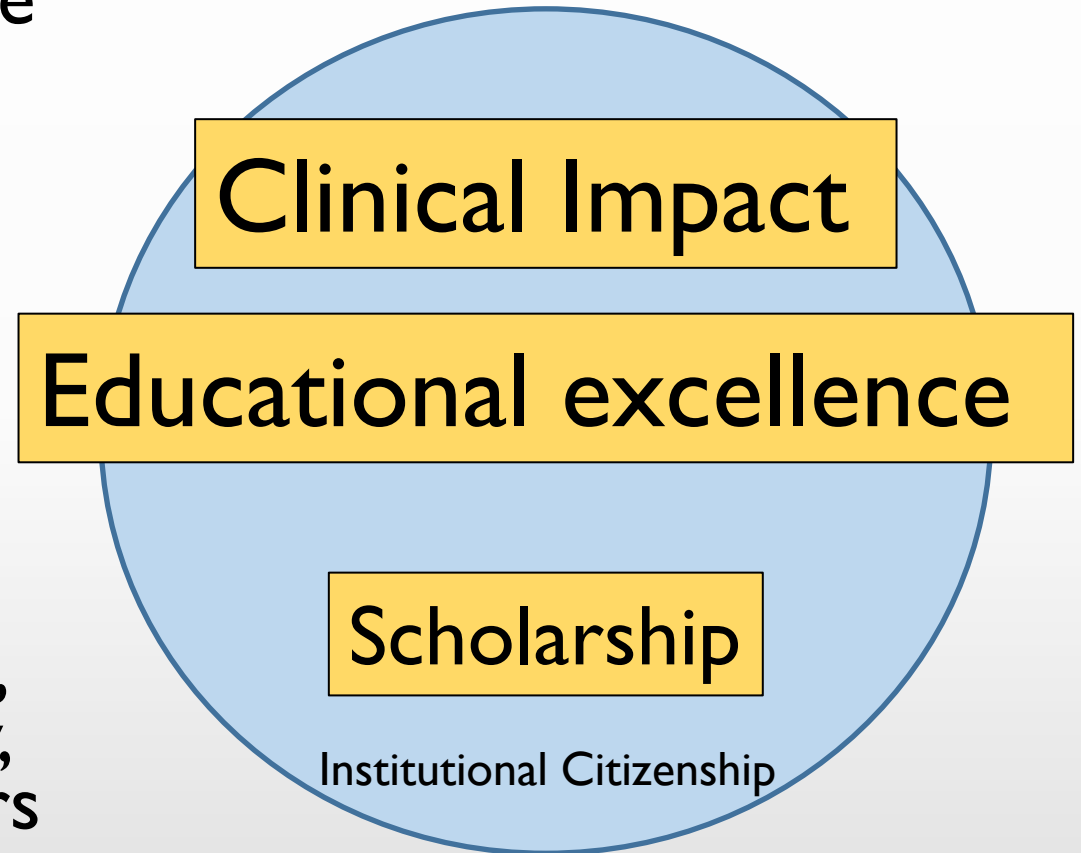
# Clinician-Educator Track

- Sustained excellence in patient care and/or clinical program administration
- Excellence in teaching, including UME, GME, formal mentorship activities
- Scholarship which must include a significant number of publications



# My clone on Clinician-Educator Track

- Direct patient care 70% of the time, has a busy regional referral practice for difficult ILD
- 10% directing the PFT lab
- Member of 3 hospital committees
- Extensive resident/fellow teaching on inpt and outpt services
- Created and participate in a UME module and host students
- Middle author on 4 clinical studies, first author on retrospective study, co-author on 6 reviews or chapters
- Site PI on 2 CTs





# Clinical Scholar Track

- For faculty with serious programs in Clinical investigation
- Focus on publication quality and impact on the field
- Often externally funded
- Teaching excellence is required
- Clinical excellence is required



# My clone on Clinical Scholar Track


- Direct patient care 35% of the time, part of a regional referral practice for pulmonary vascular diseases
- Publications include a number of senior author papers on lung lymphatic disorders
- One major federal grant and effort on industry-sponsored CTs
- National recognition as lung lymphatic expert
- Teaches on service and mentor research projects



# Assessing Progress Toward Promotion

## Annual Faculty Evaluation

- Written review complements an in-person meeting with your Division Chief/ Department Chair
- Includes a section regarding progress towards promotion



**FACULTY REVIEW**

UT Southwestern values excellence in education, research, patient care, and the support services that make these possible. We believe that an ongoing performance management process supports these values by providing a method for faculty to understand what is expected, know how they are doing, and see how to sustain excellence.

Prior to this [review](#) the faculty member shall submit a current curriculum vita and summary statement of professional accomplishments. At the faculty members' discretion, he/she may also provide a statement of professional goals, a proposed professional development plan, and any other additional materials the faculty member deems appropriate. The faculty member [is expected](#) to complete the Teaching/ Education Time Record in Section A in addition to providing the above information.

Name: <a href="#">Click here to enter text</a>	Dept: <a href="#">Click here to enter text</a>	Person Number: <a href="#">Enter text</a>
Faculty Rank: <a href="#">Choose a rank.</a>	Track: <a href="#">Choose a track.</a>	Review Period: <a href="#">1/1/21</a> to <a href="#">12/31/21</a>

**Faculty Member - Enter your current percent effort below: (Total % = Faculty Appointment Percent Effort)**  
*(To be completed by Faculty Member and reviewed by appraiser)*

<b>Research</b> <input type="text"/> % • Direct Research Activities • Supervision/ Mentoring of Trainee Research	<b>Clinical</b> <input type="text"/> % • Direct Patient Care • Patient Care with Trainees	<b>Instructional</b> <input type="text"/> % • Lectures • Lecture Preparations • Mentoring in Colleges • Dissertation Committees	<b>Administration</b> <input type="text"/> % = <input type="text"/> % • Research Administration <i>(includes grant application process)</i> • Clinical Administration • Educational Administration
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# Assessing Progress Toward Promotion

## Special Faculty Evaluation in Year #4

- **Clinical Scholar and Tenure-Accruing Tracks**
  - A letter is sent to the Dean summarizing academic progress signed by both the Department Chair and faculty member.
  - Changing tracks
- **Clinician-Educator Track**
  - A specialized evaluation form is completed by both the faculty member and Division Chief/Department Chair and is sent to the Dean's Office.

UT Southwestern Faculty Formal Progress towards Promotion Review  
 Clinician-Educator Track 4<sup>th</sup>-Year Faculty Review  
 Faculty Appointed 9/1/2017 - 8/31/2021 [FY 2022 Review]

Faculty Member Name: Leah Cohen Department: Internal Medicine  
 Person Number: 373133 Current Rank: Assistant Professor

Total Professional Effort Component	Examples	Percent Effort (completed by faculty member and reviewed by appraiser)
Clinical	<ul style="list-style-type: none"> <li>Direct patient care</li> <li>Patient care with trainees</li> </ul>	(58%)
Instructional	<ul style="list-style-type: none"> <li>Lectures</li> <li>Mentoring in Academic Colleges</li> </ul>	(10%)
Research	<ul style="list-style-type: none"> <li>Direct research and mentoring</li> </ul>	(12%)
Administration	<ul style="list-style-type: none"> <li>Medical directorships</li> <li>Education program leadership</li> <li>Committee assignments</li> <li>Include grant applications</li> </ul>	(20%)
Total		(100% FTE)

Clinician-Educator Track Core Components (Promotion requires that the candidate be judged as an excellent clinician and that teaching activities be judged to be excellent to outstanding.)	Faculty Self-Evaluation	Department Chair or Division Chief Comments
<b>Clinical Care (consider the following):</b> <ul style="list-style-type: none"> <li>Contribution to department's clinical mission?</li> <li>Clinical productivity?</li> <li>Indicators of clinical quality?</li> <li>Press-Ganey evaluations?</li> <li>Reputation among peers?</li> <li>Mentorship?</li> <li>Professionalism?</li> </ul>	<ul style="list-style-type: none"> <li>Direct care of adult people with CF in the adult CF and Bronchiectasis clinic and on the CUH inpatient service</li> <li>Care of PH inpatients during holidays and weekends including the CF patients</li> </ul>	Dr. Cohen has excelled in clinical activities. Her subspecialty niche area is cystic fibrosis, for which she is one of four core faculty members. She has developed a growing clinic in this area and this forms the basis for her academic projects. In addition to CF, Dr. Cohen has started a non-CF bronchiectasis clinic which is unique to the region. Her

FY 2022 1

	<ul style="list-style-type: none"> <li>Direct care of general pulmonary and non-CF bronchiectasis patients in both the Pulmonary Clinic and in the CF and bronchiectasis clinic</li> </ul>	overall clinic Press-Ganey scores are excellent. She also has contributed in a significant way to the MICU service line at CUH, and she has been front-line in our Covid ICU there. There are no
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# Additional Information and Resources

1. Senior faculty members that can serve as career mentors
2. Your Department Chair, Center Director, or Division Chief
3. Intranet (Electronic P&T site)

## Faculty Corner

Effective Teacher Series

Electronic Promotion & Tenure

Post Tenure

Faculty Diversity & Development

Faculty Salary Equity Review

Faculty Senate

Orientation

Professionalism

Standing Committees

SWAT

Web Resources

Women's Careers

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## Electronic Promotion & Tenure

The SMS Dean's Office is responsible for coordinating both the Promotions and Tenure Process and Post Tenure Reviews for the UT Southwestern Medical School and UT Southwestern Graduate School of Biomedical Sciences. Department Chairs/Center Directors and their designees can use electronic systems to process promotions and tenure packets and post tenure reviews for faculty members in their departments or centers.

The electronic system is not available to the School of Health Professions faculty.

The electronic systems allow:

- A paperless process
- Automated email notifications
- Real-time faculty reports
- Guided packet submission

If you have any questions about the Promotions and Tenure Process or Post Tenure Reviews, please contact the P & T Coordinator in the Dean's office at ext. 86704.

### We Recommend

[Outlook \(Email login\)](#)

[Promotion & Tenure Login](#)

[Telephone Directory](#)

### Important Information

- [P&T Packet Requirements \(Checklist\)](#)
- [P&T Portal Instructions](#)
- [P&T FAQs](#)
- [FAC-351 UTSMS Criteria for Promotion & Tenure](#)
- [Standardized Full CV Template](#)
- [Sample Tables for Educational Activities](#)
- [CV FAQs](#)

## Faculty Corner

Effective Teacher Series

Electronic Promotion & Tenure

Post Tenure

Faculty Diversity & Inclusion

Print

## Electronic Promotion & Tenure

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Chairs/Center

Promotions and

Departments or

Faculty.

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### Information

- Promotion Packet Requirements (Checklist)
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Post Tenure

6704.

How long must I be at rank before being considered for promotion?

What sort of teaching activities count for promotion?

How many papers do I need to publish to be promoted?  
Etc...

Where should mentorship of clinical fellows be listed?

How do I list recurring presentations, or team-based learning sessions that involve multiple hours?

What constitutes an Invited lecture? Does this include oral presentations that stem from abstracts submitted to meetings?  
Etc...

# Promotion Criteria

## Summary of Key Points

Understand the missions of UTSW and their many manifestations

Define your own career goals (be ambitious!) and think about how they align with our institutional goals

The different academic tracks fit together to cover all of our broad missions: Find the right academic track for you

Don't worry about Success: focus on what you want to accomplish



# Starting University Clinical Careers Efficiently, Scholarly, and Successfully

Questions? Email me!



**Lance Terada, M.D.**

Chief, Pulmonary & Critical Care  
Professor of Internal Medicine and  
Surgery

[Lance.Terada@UTSouthwestern.edu](mailto:Lance.Terada@UTSouthwestern.edu)