

How to Get Promoted if You are Junior Faculty

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Faculty Tracks

- Regular Faculty
 - Clinician-teacher
 - Physician-scientist
- } “Pathways”
- Clinical Faculty (“clinician/clinician”)
 - Research Faculty



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Regular Faculty – Physician-Scientist “P/S” Pathway

Predominantly researcher & scholar

- Outstanding research accomplishments
 - 2-3 publications/year
 - First and last-authored publications
 - Original, peer-reviewed research articles
 - Grants
- Mentorship
- Clinical skills, leadership, citizenship



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Research Faculty

- Usually PhDs in Clinical Departments
- Expected to be nearly fully funded or work in a large group where funding is “shared”
- Promotion times/publication expectations similar to Physician Scientists



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Regular Faculty – Clinician-Teacher “C/T” Pathway

“Predominantly” clinician & teacher

- Outstanding clinical skills
 - Excellent Peer and Trainee evaluation, especially for **teaching** in a variety of contexts
- Scholarship: broad definition (e.g. reviews, case reports, syllabi, co-authorship)
 - average of 1-2 per year
- Leadership (e.g. administration)



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Clinical Faculty

- Outstanding clinical skills
- Excellent evaluations
- No expectation for scholarship
- Cannot be PI on grant
- Annual Reappointment
- Not voting faculty (promotions/appts)
- Title “Clinical Instructor, Clinical Assistant Professor, Clinical Associate, Professor, Clinical Professor”



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Acting Faculty

- Annually renewable appointment
- ≤ 4 yrs as Acting Instructor
- ≤ 4 yrs as Acting Assistant Prof
- ≤ 6 yrs Acting Instructor & Asst Prof combined
- No independent lab space
- PI on grant proposals by permission

Advantages

- Promotion clock does not start
- “Buy time” for faculty



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Acting Instructor

- Board eligible/certified
- Shows academic potential/teaching skills above average
- Some scholarly achievement
- Professionalism

Versus.....

“Clinical Instructor”

Same as above without expectation for scholarly achievement for promotion purposes



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Clinical Assistant Professor

- Does not require national search
- Strong clinical record, excellent teaching evaluations
- Professionalism



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Asst Professor: Qualifications

- Requires a national search
- Requires ≥ 3 years “solid” salary support
- Strong clinical, teaching, scholarly record
- Professionalism
- Usually minimum of 5 scholarly works
 - Quantity and quality matter
 - Different criteria for C/T & P/S pathway



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Appointment to Asst Professor

- Division Head submits request to Chair
 - Job description
 - Salary: requires source for 3 years minimum
 - Scholarship to date
- National search
 - Search committee appointed by Chair
 - Advertisement
 - Interviews
 - Recommendation to Chair
 - 6-12 month process



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Asst Professor: Offer Letter

- Offer letter from division head, chief of service and chair
- Acceptance letter
- Appointment process begins
 - Vote by A & P committee
 - Vote by Department faculty
 - Medical Staff appointment
- 3-6 months (12-18 months total)



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Associate Professor: Promotion

Regional reputation for excellence=TALKS!

C/T pathway

- Regional reputation for clinical, **teaching** and/or leadership
- Scholarship
 - ~ 1-2 scholarly works/year

P/S pathway

- Grants (R01 or equivalent)
- Scholarship
 - ~2-3 publications/year
 - Several 1st (or last) authored

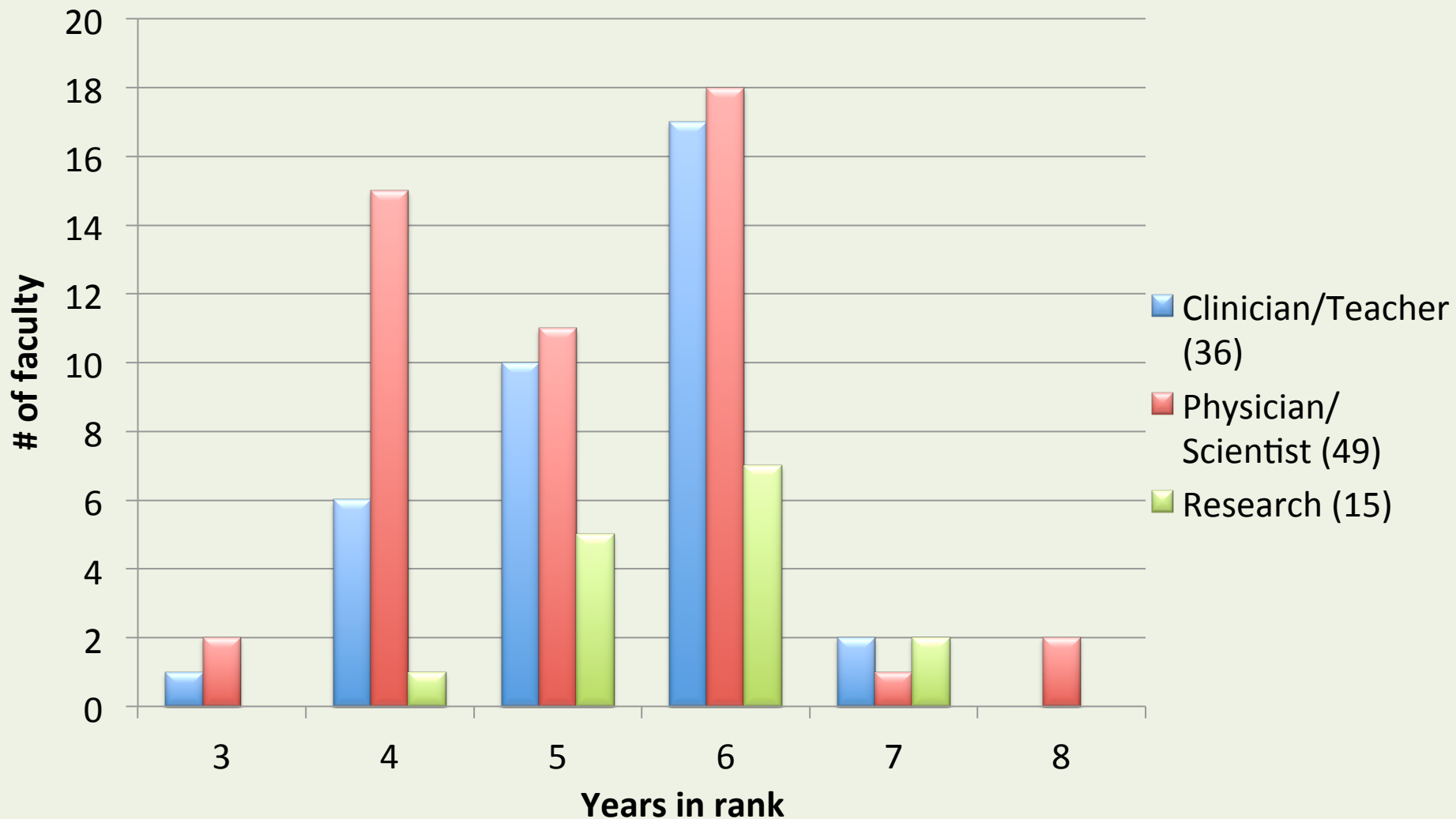


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Years in rank at time of promotion, 2008-13 Assistant to Associate Professor

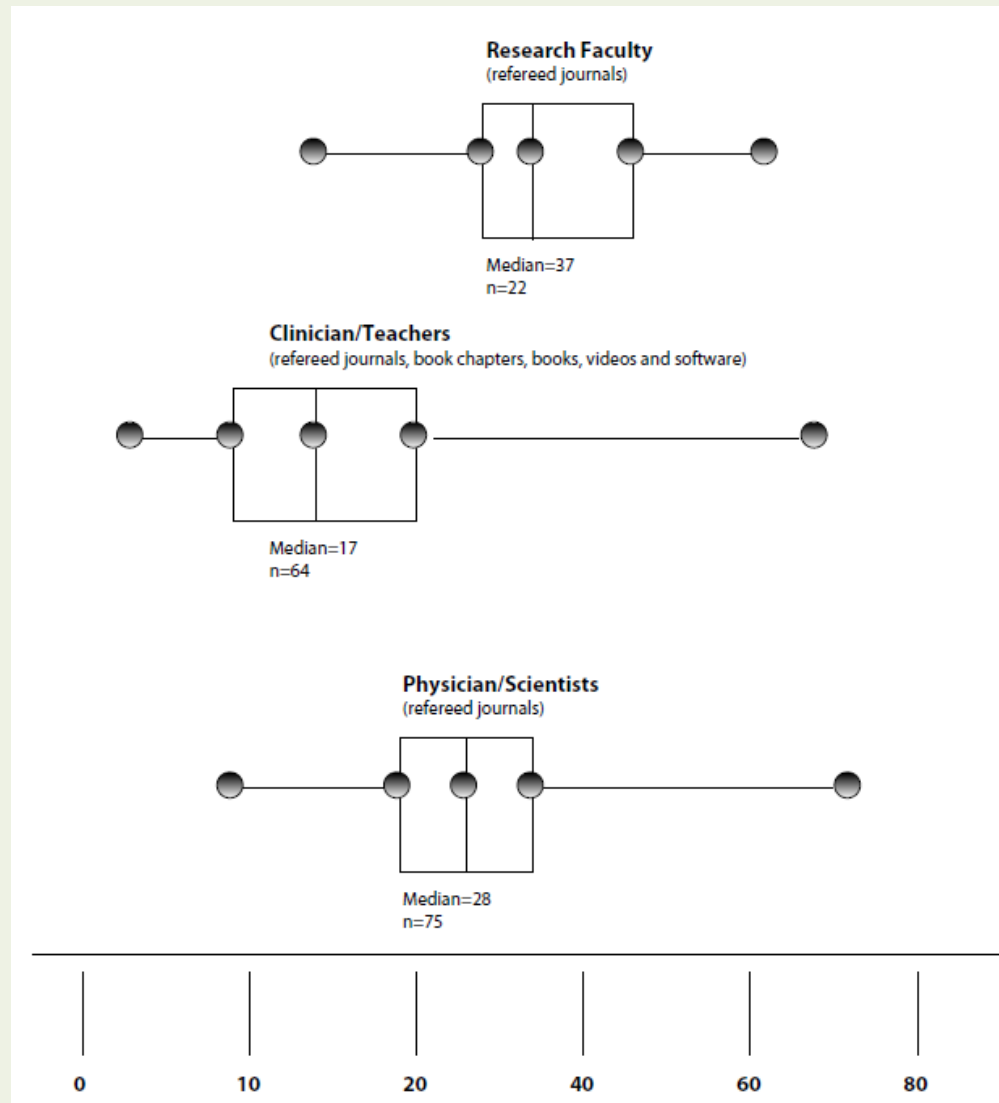


Mean times: C/T=5.4 years and P/S=5.2 years

Research Faculty: 5.8 years. Women Faculty: 5.4 years

Publications, Assistant to Associate Professor promotions, 2004-13

Box & Whisker
Box: Median lowest, Median, Median highest
Whisker: lowest, highest



Number of Publications

Full Professor: Promotion

National reputation for excellence

C/T pathway

- National reputation for clinical, teaching and/or leadership
- Scholarship

P/S pathway

- Scientific independence
- Grants
- National reputation as scientist, scientific leader

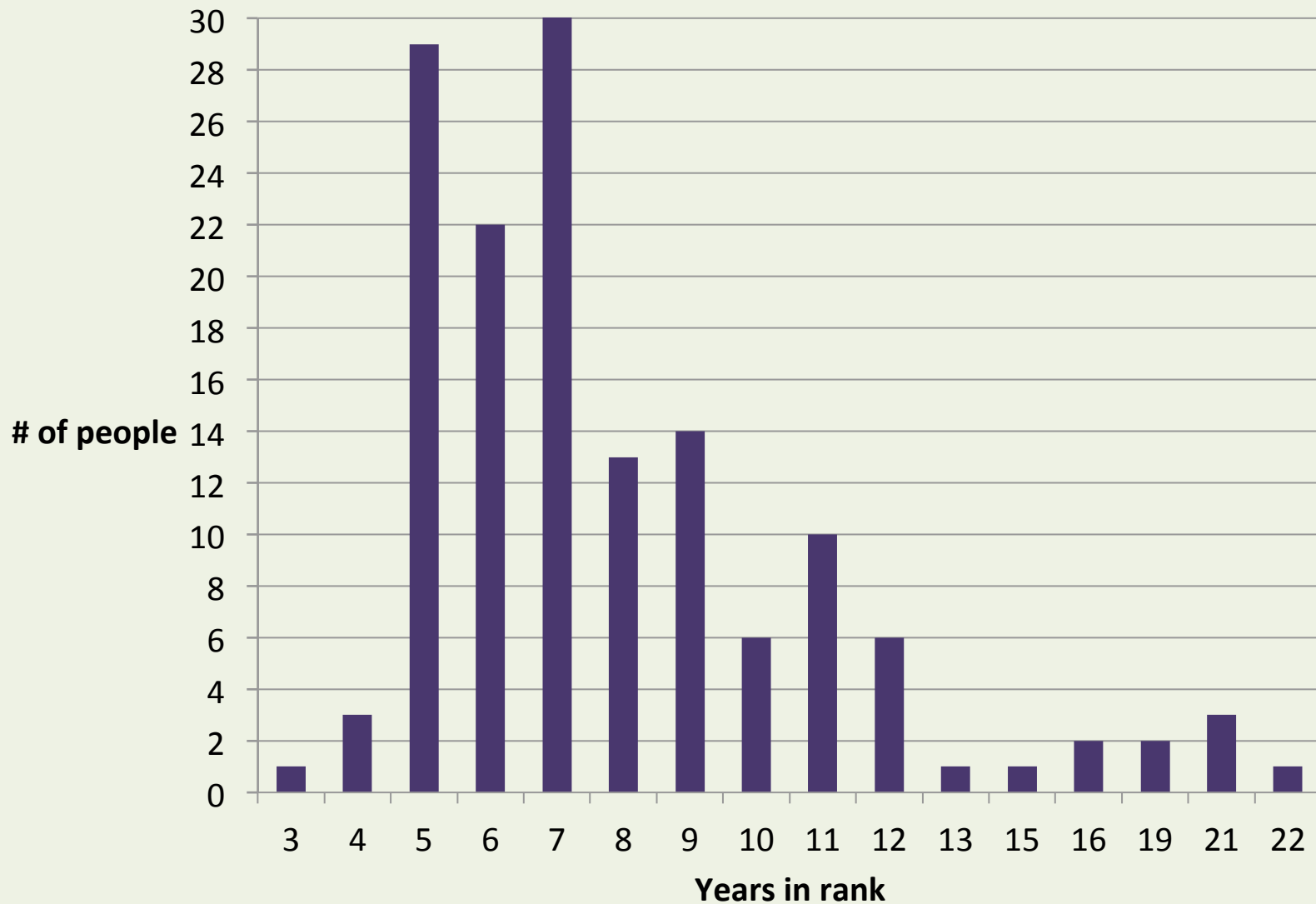


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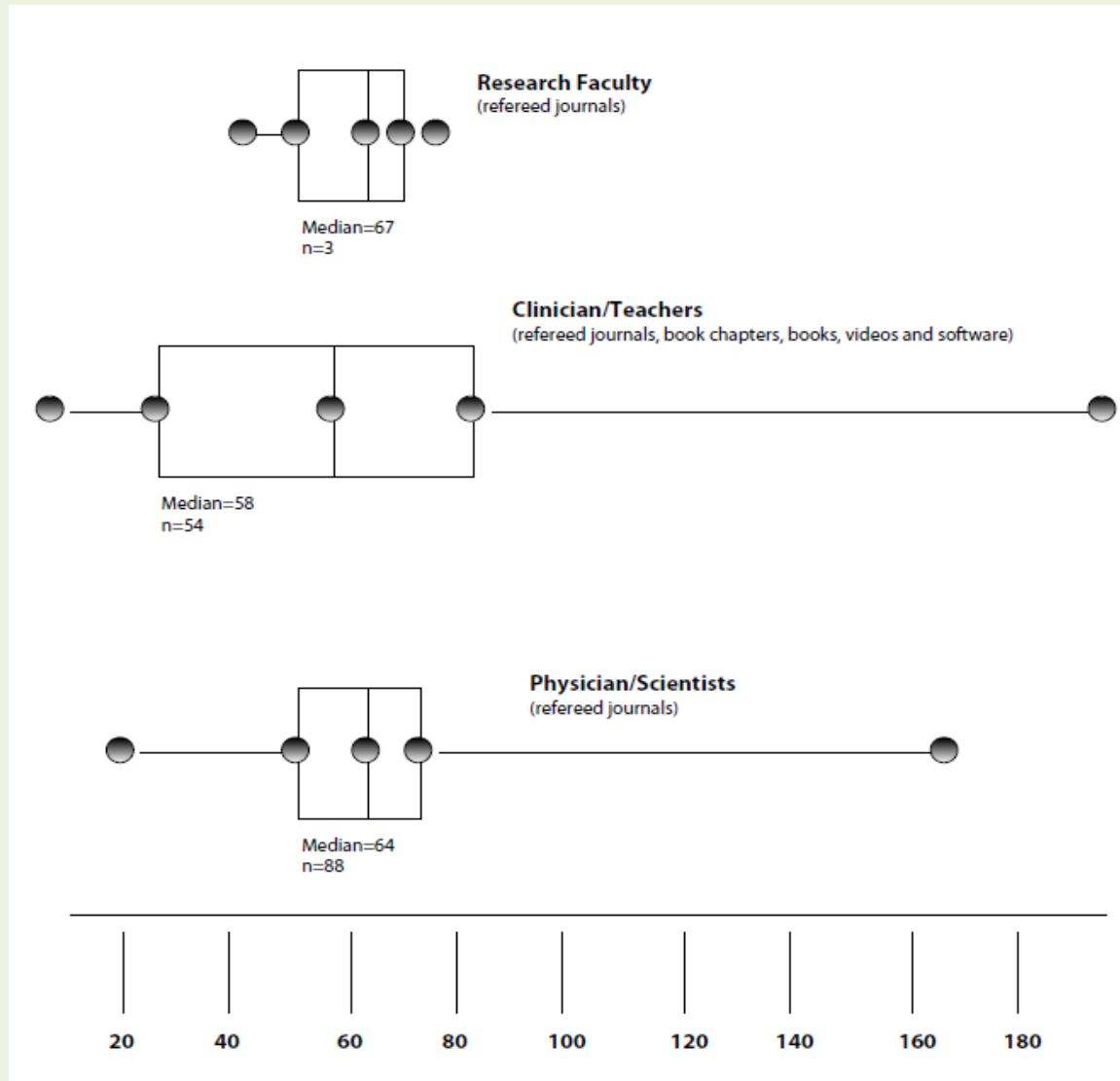
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Years in rank at time of promotion, 2001-13 Associate to Full Professor (all pathways)



Publications, Professor promotions, 1999-2014



Box & Whisker
Box: Median lowest, Median, Median highest
Whisker: lowest, highest

Number of Publications

Your CV is invaluable!

- This is your most important document!
- Maintain a complete CV & augmented CV
- Follow UW SOM format (CV likely to be returned if not formatted correctly)
- Ask an “expert” to review your CV



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Which is Correct?

N.B. FTCF=full-time clinical faculty “clinician/clinician” ; C/T=“clinician/teacher”

- A) FTCF and C/T are both pathways
- B) FTCF and C/T are both tracks
- C) FTCF is a track and C/T is a pathway in the regular faculty track**
- D) FTCF and C/T are one track, and Physician scientists is another track
- E) Everyone is regular faculty



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Regarding FTCF, which is true?

- A) FTCF can be less than 0.5 FTE
- B) FTCF can do clinical work outside the UW system
- C) FTCF can submit research grants
- D) FTCF faculty's primary responsibility is to provide direct clinical service
- E) FTCF can have lab space



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Regarding C/T Faculty appointed as an Assist Prof., which is true?

- A) Can devote less than 50% of time to clinical care and/or teaching
- B) May not have a substantial administrative role
- C) Do not need evidence of scholarship for appointment as Assistant Professor
- D) Initial appointment is for three years
- E) May not have grant support



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Which of the following regarding C/T scholarship is true?

- A) Papers need to be original research
- B) Work needn't be disseminated to qualify as scholarship
- C) Educational Software, videos, curricula, resident handbooks don't count as scholarship
- D) Book chapters and co-authorship of journal articles are probably most important**
- E) Clinical guidelines for a national organization doesn't count as scholarship



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What is the median # of journal articles, book chapters, educational videos for clinician-teachers being promoted to Associate Professor in the C/T pathway?

A) 9

B) 12

C) 17

D) 21

E) 24



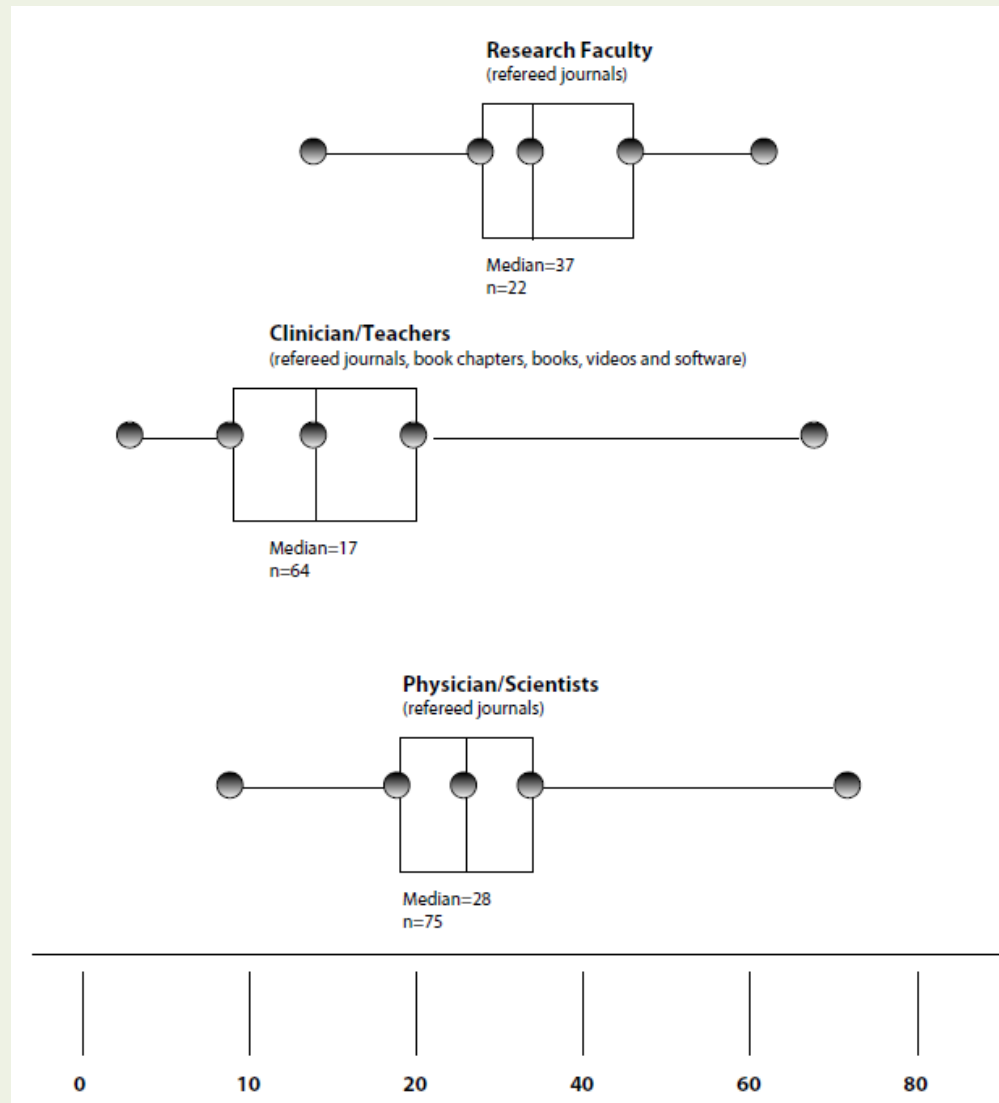
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Publications, Assistant to Associate Professor promotions, 2004-13

Box & Whisker
Box: Median lowest, Median, Median highest
Whisker: lowest, highest



Number of Publications

Case Study #1

Dr. Brad E Kardia is in his 3rd year of cardiology fellowship and is interested in pursuing academics as a clinician-teacher.

CV: 3 publications; 1 first-authored; 5 abstracts

Research funding: none

Excellent teaching evaluations

Excellent clinician

Good citizen

What faculty rank would he be eligible for?

What advice would you give Dr. Kardia to improve his chances for promotion?



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Case Study #2

Dr. Al Veoli is in his 4th year of pulmonary fellowship and is interested in pursuing academics as a physician-scientist.

CV: 8 publications; 4 first-authored; 1 in JAMA (1st author).

Research funding: Small foundation award

Excellent teaching evaluations

Excellent clinician -- expertise in lung transplant

Good citizen

What faculty rank would he be eligible for?

What advice would you give to Dr. Veoli?



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Case Study #3

Dr. Polly Rumatica is in her 2nd year of rheumatology fellowship and is interested in pursuing academics as a clinician-teacher.

CV: no publications; 1 abstract (research)

Research funding: None

Excellent teaching evaluations

Excellent clinician

Good citizen

What advice would you give Dr. Rumatica to improve her chances for promotion?



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Case Study #4

Dr. Din Ghee is in her 2nd year of ID fellowship and is interested in pursuing academics as a physician-scientist.

CV: 11 publications; 4 first (1 JCI) -- all from PhD

As a fellow: 1 abstract (research)

Research funding: small society award

Do her publications as a PhD count for promotion?

What advice would you give Dr. Ghee to improve her chances for promotion?



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Case Study #5

Dr. Earl E. Werk is in his 3rd year as Assistant Professor as a clinician-teacher. He spent 3 years as an acting instructor after completing a 4-year fellowship.

CV: 12 publications; none in the last 2 years

Research funding: none

Teaching Evaluations: Average

When would he be eligible for promotion to Associate Professor?

Why does he care?

What advice would you give Dr. Werk to improve his chances for promotion?



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Case Study #6

Dr. Minnie Talence is in her 3rd year as Assistant Professor as a physician-scientist. She spent 3 years as an acting instructor after completing a 4-year fellowship.

CV: 12 publications; 5 original research (2 1st-authored), 3 review articles, 3 chapters, 1 website contribution

Funding: VA salary

When would she be eligible for promotion to Associate Professor?

What advice would you give to Dr. Talence?



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Conclusions

- Promotion is track & pathway-specific, but...
 - Scholarship is always valued
 - “Niche” is useful
 - Citizenship matters
 - **Teaching** Matters, esp. for C/T
 - Leadership helps
- Annual review
 - Ask for specifics regarding progress toward promotion from your section head!
- Early faculty years IMPORTANT



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Questions?