

Promotion & Tenure Workshop 2009

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My own perspective on P&T

- Promotion from Assistant to Associate
- Promotion in secondary department
- Promotion from Associate to Professor
- Service on departmental P&T committee
- Department Chair
- Service on college P&T committee
- Dean



P&T Committee Actions 2008-2009

- Total number of faculty members requesting consideration by the College P&T Committee 43
 - Promotion only 26
 - Tenure only 1
 - Promotion/tenure 15
 - Emeritus status 1
- Requests granted
 - Promotion 36/42 (86%)
 - Tenure 16/17 (94%)
- Promotion requests granted by rank
 - Assistant to Associate 20/23 (87%)
 - Associate to Full 15/18 (83%)



Top 5 Problems with P&T Packets

5. **Lack of documentation**

Teaching activities

Administrative activities

Clinical activities*

National/ international recognition



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Clinical Responsibilities

<u>Area</u>	<u>Responsibility</u>	<u>Calculation</u>	<u>Hrs/yr</u>
ACH Clinic	2 half days per week	4 hrs X 2 X 46	368
Clinic f/u	1 hr per 4 hrs clinic	25% of clinic hours	92
Procedures	1 half day per week (X on service)	4 hrs X 33 weeks	132
	3 hrs per week when on service	3 hrs X 13 weeks	39
Inpt GI service	13 weeks per year	13 wks X 5 days X 4 hrs	260
Video endoscopy	3/month X 4 hrs/study	3 X 12 X 4	144
TOTAL			45% 1035



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National/International Recognition

- Letters of recommendation
- Invited lectures
- Study section membership
- Editorial boards
- National committee assignments
- National professional society officer
- Board certification in specialty/subspecialty
- Publications
- Honors and awards



Top 5 Problems with P&T Packets

5. Lack of documentation

4. **Inadequate teaching evaluation**



Top 5 Problems with P&T Packets

5. Lack of documentation
4. Inadequate teaching evaluation
3. **Outside letters: too few, inappropriate source***



Letters of recommendation

- For promotion to...
 - Associate – at least 2 letters
 - Professor – at least 3 letters
- Obtained by the chair; candidate may make suggestions to the chair
- From nationally recognized authorities
- From outside the institution (clinical & basic scientists)
- In candidate's field of special interest
- Not involved in candidate's prior training or employment
- "Other letters are encouraged."



Top 5 Problems with P&T Packets

5. Lack of documentation
4. Inadequate teaching evaluation
3. Outside letters: too few, inappropriate source
- 2. Reported time distribution inconsistent with documented activities or track***



Excerpt from P&T Cover Page

Allocation of Percent Time

Teaching	Research	Patient Care	Administration
%	%	%	%



Example: Reported time distribution inconsistent with documented activities

Reported teaching time = 30%

Documented teaching activity = 2 lectures per year

Problem: 30% time should look like at least 600 hours of contact and prep time



Ranges of Effort by Pathway

	Basic Scientist	Clinical Scientist	Clinical Educator	Research Scientist	Clinical Attending
Teaching	10-35% 30%	10-50% 30%	10-65% 30%	0-10% 5%	0-10% 5%
Research	50-85% 60%	15-85% 30%	5-15% 10%	90-100% 95%	0-10% 5%
Service (Clinical, Adminis- trative)	5-35% 10%	5-75% 40%	30-85% 60%	0%	80-100% 90%



Example: Reported time distribution inconsistent with track

Clinical Educator on wrong track

Teaching	Research	Patient Care	Administration
10 %	30%	55%	5%



Example: Reported time distribution inconsistent with track

Clinical Scientist on wrong track

Teaching	Research	Patient Care	Administration
30 %	10%	55%	5%



Top 5 Problems with P&T Packets

5. Lack of documentation
4. Inadequate teaching evaluation
3. Outside letters: too few, inappropriate source
2. Reported time distribution inconsistent with documented activities or track
1. **Wrong track for job description***



Evaluate “fit”

- Know your pathway!
- Be knowledgeable about specific expectations for P&T on your pathway for promotion & tenure
- Is it realistic to expect that you can achieve P&T expectations with your current job description?
- Discuss any concerns immediately with your mentor, division chief, and/or chair



Pathway Switches

- “Once appointed, clinical faculty may switch between the clinical scientist and clinical educator pathways (with approval of the respective department chair and the Dean) during the first 36 months of service. Additionally, with approval of the respective department chair and the Dean, faculty appointed to a tenure-track position may change to a non-tenure track.....



Pathway Switches

.....Similarly under unusual circumstances and with the approval of the respective chair and the Dean, faculty appointed in a non-tenure track may, prior to 6 years of service, switch to the tenure track provided that each year of service in the non-tenure track shall count as one year of probationary status under the tenure track. An individual who has switched to a non-tenure pathway may not return to a tenure pathway.”



How can you help to assure your own success?

- Know the rules!
- Know that the rules are being revised!
 - Attend the June 9th Faculty Meeting
 - Read the DRAFT revised guidelines
 - Provide your feedback this summer
 - Be ready to vote at the December 2009 Faculty Meeting
 - Common sense transition period



How can you help to assure your own success?

- Talk to P&T committee chair in department or faculty affairs representative before finalizing your initial appointment or if you have unresolved concerns.
- Get a mentor.
- Attend P&T workshops.
- Prepare a concise, neat, well-organized packet that makes it easy for the reviewer to find support that you have met criteria.



How can you help to assure your own success?

- Arrange proactively for documentation you will need later (“pack rat”).
- Request annual evaluation from Department Chair, preferably in writing.
- Heed the advice!
- Be aware that promotion in secondary departments are not automatic and require separate action.
- Don’t wait until the last minute – start now.

