

Welcome to Wayne: SOM New Faculty Orientation

- Welcome & Introductions
- SOM Overview
- Educational Environment
- Resources/Information Fair
- Research Environment
- Career Development

Career Development and Promotion & Tenure

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Objectives

Share information about:

- **Promotion**
 - **Emphasis:**
 - Promotion to Associate Professor
 - Clinician-educators
 - Research-educators
- **Mentoring**
- **Tenure**
- **Promotion to full Professor**
- **Professional Development**

Why P&T Now?

Faculty need information

	<u>Percent</u>
• Never reviewed promotion criteria	25
• Limited/no understanding of criteria	38
• Never discussed progress toward promotion with dept chair/div head	35
• Discussed progress once	31

* 2005 Faculty survey (Junior faculty, MD/PhD:
n=512)
Univ. of Colorado

The Need for Information

Percent

- Do not have a faculty mentor to assist in career development 48
- No mentor:
 - Clinicians (69%) vs.
 - Scientists (32%)
- Worried about promotion ?

Why Are We In The Dark?



Only 24 Hours In A Day

- Establish laboratory, become independent investigator, supervise graduate students, obtain grants (?)
- Clinical duties and patient "throughput"
 - 70-90 percent of time in direct patient care
 - SOM increasingly dependent on clinical revenues
 - "Economic glue holding SOM budget together"
- Develop courses, reform the curriculum
- Comply with regulations & paperwork demands
- Perform university and community service
- Balance family and work

Merit and/or Promotion

- Who makes the decisions?
 - *Department P&T Committee*
 - *The SOM Promotions and Tenure Committee (EC)*
 - *WSU P&T Committee*
- What documents do they need? .
 - *The CV is only part of the story*
 - *Personal statement (optional), activity summary, teaching grid, teaching portfolio*
- What are your chances?
- How many publications do you need?
- Myths and misperceptions
 - *Revealing the secrets and mysteries*

Significance of Promotion (and Tenure)

- Recognition of academic accomplishment and advancement by faculty members at the Department and School levels
- Recognition and commitment by the University P&T Committee and the Provost (and the Board of Governors)
- Promotional raise

Faculty Tracks

- Know your appointment track!
 - Research-Educator
 - Clinician-Educator
 - Research
- Refer to the Factors and Guidelines for Promotion (undergoing revision)
- Track is stated explicitly by the Chair in the Letter of Offer, which you sign at the time of appointment; Research-Educator is the default track, so it will not be specified
- The criteria for appointment and promotion depend on the rank and track

Curriculum Vitae (CV)

- The official record of your academic career
- Use WSU format (for ease and efficiency of review) (CV)
- Assure accuracy (inaccuracies jeopardize credibility)
- The CV can be updated at any stage in the review process, up to the review by the WSU P&T Committee

Three Legs of the Career Stool

- **Scholarship**
 - Grants, contracts, clinical trials, etc
 - Abstracts, peer-reviewed publications, books and reviews
- **Teaching**
 - UME, GME and Graduate Science
- **Service**
 - Clinical
 - Department, school and university
 - Local/National/international societies

SOM P&T Committee

- **15 members (plus a student)**
- **Associate or full Professor**
- **10 tenured members (5 Basic and 5 Clinical)**
- **5 Clinician-Educators**
 - Vote on all but tenure

Scholarship

- Important for all faculty, but less emphasis for Clinician-Educators
- Omit submitted manuscripts, but include submitted grant proposals
- Include accepted articles (in press)
- No expectation of prescribed numbers of papers or grants

Scholarship

- The SOM Executive Committee looks for focus of interest and accomplishment, and at the trajectory of papers over time (consistency, esp. recently)
- A disproportionate excess of abstracts over published papers (i.e., abstracts not converted to publications) raises a red flag

Teaching

- Important for all faculty, especially Clinician-Educators
- Teaching Portfolio
 - Documentation of quantity and impact (evaluations by learners; by peers, if available)
 - Documentation of innovative teaching and/or curriculum development

Service

- Department
- School of Medicine
- University
- DMC or VA
- Profession (includes external visibility)
 - Scholarly (editorial board, study section, abstract reviewer, scientific program organizer)
 - Society committees

Explain

- You know yourself better than anyone else.
- The reviewers will not always understand the significance of an entry in the CV.
- For any entry in the CV where its impact or your role is not obvious, provide a brief explanation of impact and/or your role below the entry. You may also provide an explanation in a Personal Statement.
- The Chair's letter should provide explanation of your major accomplishments.

Personal Statement

- Not required at this time, but strongly recommended to convey your view of your academic career and where you are heading.
- Set your evaluation materials in the perspective of your discipline, so an outside evaluator understands the big picture of your academic life and the relationships among the various components.
- Can also be used for self-evaluation and for helping others to mentor you.

Personal Statement (2)

- Possible points to consider:
 - What am I doing?
 - Why am I doing it?
 - What do I want to accomplish?
 - What is my vision?
 - How am I doing it (methods/strategies)?
 - How well am I doing it?
 - Where am I going in this aspect of my career?
 - Where am I going overall?

P&T Process

External Review Letters

- Extremely important!
- Candidate and Chair (or designee) provide at least SIX names, contact information, and position and qualifications
- All reviewers must be at or above the rank to which the candidate is to be promoted
- The Department solicits at least three, and the SOM P&T Committee solicits at least three
- Reviewers should not have any direct academic relationship with the candidate (e.g., mentor, former departmental colleague or collaborator)

P&T Process

External Review Letters

- The most credible letters critically review the scholarly (and teaching, if known) accomplishments of the candidate
- It adds credibility if the writer mentions his/her prior experience on a P&T Committee
- Very helpful if the writer concludes with a statement that the candidate would surely be promoted in a comparable track at his/her institution (or even "would be competitive")

P&T Process

- Promotion package is initiated by Department
 - CV, TP, and 3 external recommendation letters are reviewed by Dept. P&T Committee
 - If approved by P&T Comm., Dept. Chair's letter of support (**very important**) accompanies the package to SOM Executive Committee
- Exec. Comm. of the Faculty Senate functions as the SOM P&T Committee
 - Package (plus 3 additional external letters solicited by the SOM) is reviewed by P&T Comm. in early Dec.
 - If denied, can be appealed in January
 - If approved (2/3 vote), sent to WSU with P&T Chair letter and Dean's letter of concurrence

P&T Process (2)

- WSU P&T Comm. reviews packages in March-April
- Provost reviews decisions and can overrule; President is the ultimate judge, but rarely intervenes
- Congratulations: Promotion is effective in August

Final Recommendations

- Read the *Rules (Factors & Guidelines)*
- Document everything:
 - Up-to-date CV
 - Annual Activity Summary
 - Examine: grid; scholarship examples; portfolio guidelines
 - Save teaching evaluations and obtain letters
- Use Annual Reviews wisely

For any questions regarding individual or institutional faculty issues...

Contact:

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Faculty Development Environment

Linda M. Roth, Ph.D.

Welcome to Wayne: SOM New Faculty Orientation

Workshop: Peer Review of Manuscripts Submitted for Publication

- Designed to assist faculty in serving as reviewers of journal manuscripts, as scholarly service
- Intended also to enhance effectiveness as writers

Workshop: Academic Documentation for Annual Merit Review and Promotion and Tenure Processes

- Upcoming repeated sessions:
 - Early January 2010
 - 8:30-10:30 a.m.
 - 3:00-5:00 p.m.
 - Invitations will be sent

Previous presentation online:

PowerPoint Presentations on Faculty Senate website:
http://www.med.wayne.edu/faculty_senate/

Streaming video available on SOM website:
[http://www.med.wayne.edu/news_media/streaming
media/somevents/index.asp](http://www.med.wayne.edu/news_media/streaming_media/somevents/index.asp)

Review and Revision of School of Medicine Factors and Guidelines for Promotion and Tenure

- Currently under way by the SOM Executive Committee
- Recommended document will be submitted to the faculty for review and comments, and finally, for approval
- After approval by SOM administration, it will be submitted to the Provost for review and approval by the AAUP/AFT

Educational Training of Teachers (Stanford Course)

- We have completed two programs for selected teachers of the basic science curriculum (Years I and II)
- A program to train teachers of Years III and IV students was successfully completed in January

Faculty Affairs Website (www.med.wayne.edu/facaffairs)

- Directory of SOM, WSU, regional, and national resources and information for faculty
 - Career development
 - Research and teaching to follow
- Link to Faculty Senate website
- Online resources

For any questions regarding professional development issues...

Contact:

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