

DOM Promotions Workshop

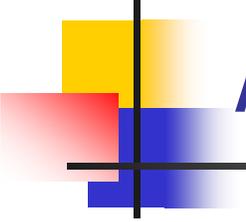
Ashita Tolwani, M.D.

Chair, DOM Appointment, Promotions and Tenure Committee

Professor of Medicine, Division of Nephrology

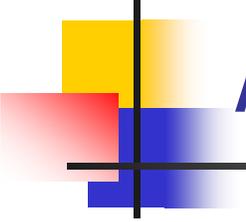
October 25, 2017

BDB 334



APTC

- Appointment, Promotions, Tenure Committee in the Department of Medicine
- Governing body of the DOM that makes recommendations to the Department Chair regarding promotion and/or tenure for the DOM faculty



APTC members

- **Ashita Tolwani, MD, Chair**
- Harry Schroeder, Jr., MD, PhD
- C. Roger White, PhD
- Lisle Nabell, MD
- Isabel Scarinci, PhD
- Denyse Thornley-Brown, MD
- Brendan McGuire, MD
- Veena Antony, MD
- Carlos Estrada, MD

Nephrology

Clinical Immunology &
Rheumatology

Cardiovascular Disease

Hematology/Oncology

Preventive Medicine

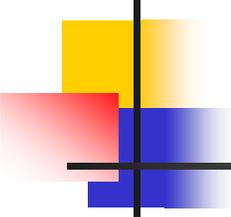
Nephrology

Gastroenterology and
Hepatology

Pulmonary, Allergy &

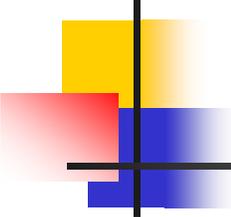
Critical Care Medicine

General Internal Medicine



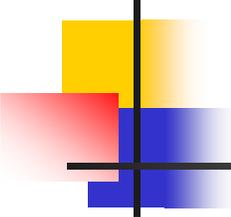
Key Concepts

- Promotion – Advancement to a higher academic rank
- Tenure – “An affirmative commitment by the Board of Trustees...generally offered after a probationary period of employment of a right to continuing employment except upon dismissal for cause, retirement, bona fide financial exigency of the institution or division...” (Faculty Handbook 2.15.1)
 - Current “probationary” period at UABSOM is 10 years. Tenure must be awarded by the end of the 9th year or the 10th year shall be a terminal appointment or must switch to non-tenure earning track



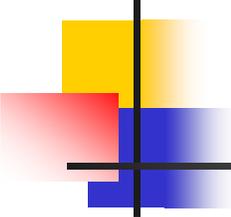
Key Concepts

- Ranks
 - Instructor
 - Assistant Professor
 - Associate Professor
 - Professor
- Tracks
 - Tenure earning track
 - Non-tenure earning track



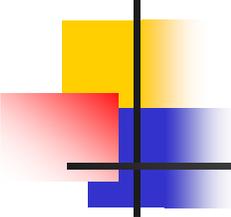
Key Concepts

- Tenure decisions are made separately from appointment or promotion decisions.
- These decisions may be made at the same time or at separate points in time.
- Tenure cannot be awarded at the rank of Assistant Professor or below.



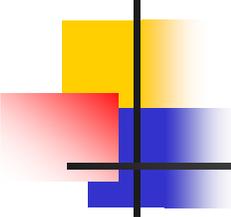
Criteria for Promotion

- Criteria for promotion are built around the three traditional academic activities:
 - Research
 - Teaching
 - Service



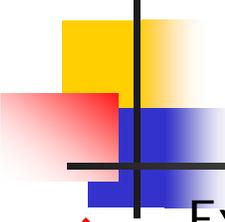
Criteria for Promotion

- Promotion on the tenure earning track
 - Requires excellence in two of the three areas of academic activity
- Promotion on non-tenure earning track
 - Requires excellence in one of the three areas of academic activity



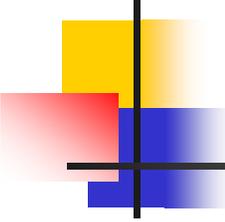
Promotion Package: Assistant to Associate Professor

- ❖ Three or more years in the rank of Assistant Professor
- ❖ Academic credentials and demonstration of level of specialized accomplishment appropriate to the mission of the Department and the SOM
- ❖ Demonstration of collegiality and involvement in the Department and/or SOM
- ❖ Evidence of scholarship in the areas of research, teaching, or service, documented by peer recognition at a national level



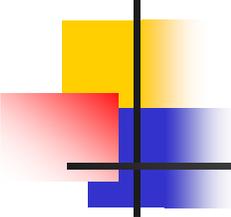
Promotion Package: Assistant to Associate Professor

- ❖ Examples of **research** activities that are consistent with the above guidelines include:
 - Demonstration of initiative and independence in research activities in basic or translational science, clinical, outcomes, quality improvement or population-based research
 - Publication of independent research findings and scholarly papers in peer-reviewed journals
 - Obtaining grants and/or contracts for support of research
 - Participation as a member of large research team(s), providing documented critical scientific contribution(s) or serving in a leadership role in directing the research
 - Presentation of research and other scholarly findings at scientific and professional meetings
 - Service on thesis or dissertation committees



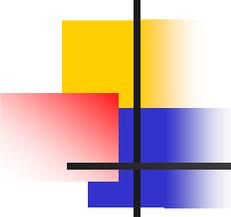
Examples of Excellence in Research

- Grants
 - Does not have to be NIH only
 - Can be NIH, NSF, DOD, private foundations, etc
 - Some forms of "team science" can constitute excellence
- Peer-reviewed manuscripts, many as first or last author
- Book chapters and review articles
- Abstracts
- Invited seminars or oral presentations
- Editorial boards, manuscript reviews
- Ad hoc or permanent reviewer for funding agencies (NIH,NSF, DOD,AHA, etc)



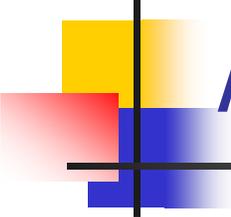
Team Science

- Research once described as “collaborative,” “interdisciplinary,” and “multidisciplinary” is now referred to as “Team Science
- Such contributions might include:
 - conception and design
 - acquisition of data and analysis and interpretation of data
 - drafting of the manuscript and critical revision of the manuscript for important intellectual content
 - statistical analysis, obtaining funding, administrative, technical or material support, and supervision



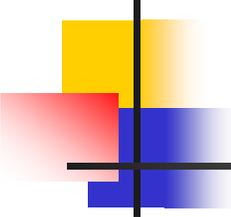
Team Science

- Research portfolio of the candidate should speak to his/her intellectual contribution to the work of collaborators.
- Letters from collaborators should speak to the unique and invaluable contribution made by the candidate to the success of the research.
- Important to have letters from close inside collaborators stating the “scientific” importance and how their projects have benefitted from the contributions of the “team” scientist.
- External referees should acknowledge the candidate’s national reputation and recognition as the “collaborator’s collaborator”, the “researcher’s researcher.”
- Letters about the candidate should discuss how a particular collaboration generates synergy, creates innovative research networks and/or institutional opportunities beyond the expected product of the individual, independent research.



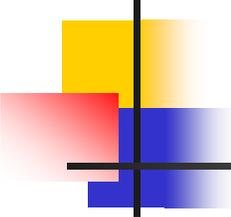
Promotion Package: Assistant to Associate Professor

- ❖ Examples of **teaching** activities that are consistent with the above guidelines include:
 - Demonstration of mastery of content and method, documented by student and peer evaluation; all teaching activities should receive consideration
 - Taking responsibility for the design, organization, coordination, and evaluation of an educational program
 - Developing and/or presenting effective continuing education or other professional programs, including invited presentations
 - Providing effective supervision, guidance, and/or counseling to trainees, including graduate students, postdoctoral fellows, and/or house officers
 - Participation in educational program planning and general curricular activities
 - Publication of papers and/or presentations at professional meetings on topics related to education
 - Demonstration of innovation in teaching methods and production of texts, educational software or courseware
 - Receipt of recognition as an exemplary scientist or clinician whose mentoring and teaching activities provide an outstanding role model for students
 - Serving as principal investigator on grants or contracts for educational projects



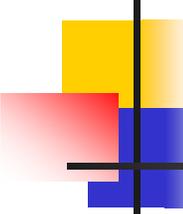
Examples of Excellence in Teaching

- Leadership/coursemaster in divisional, departmental, GBS, or SOM teaching programs.
- Participation in above, including lectures, rounds, seminars, preceptor, etc.
- Mentoring:
 - Tangible/measurable (ie: MS/MD/PhD students, residents, fellows, etc.)
 - Need to include names, dates, results
- Documentation of teaching effectiveness:
 - Testimonial letters from trainees
 - Teaching evaluations



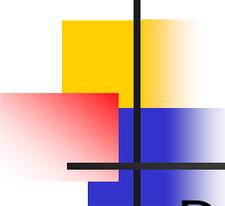
Examples of Excellence in Teaching

- Other ways to earn excellence in teaching:
- Develop a formal course; residency/fellowship; postdoc program
- Develop or expand an educational area.
- Improve an existing program/course/area



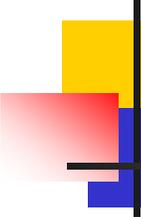
Promotion Package: Assistant to Associate Professor

- ❖ Examples of **service** activities that are consistent with the above guidelines include:
 - Providing measurably excellent clinical productivity and exemplary patient care
 - Providing demonstrable leadership or initiative in administrative or committee roles that augment the missions of the Department and/or SOM in clinical care, research, and/or education such as originality in problem solving, authorship of guidelines or quality reports and policies
 - Providing staff responsibility for a service or specific area of patient care
 - Providing demonstrable leadership in quality improvement/assurance or patient safety initiatives
 - Serving as critical member or director of a research core laboratory
 - Serving on committees with the department, school, university and/or affiliated institutions
 - Engaging in mentoring junior faculty colleagues
 - Serving on committees to develop clinical practice guidelines or to formulate healthcare policies
 - Providing service to the professional or lay community through education, consultation or other roles



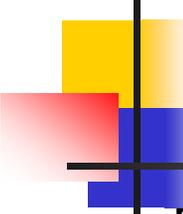
Examples of Excellence in Service

- Development, leadership, or provision of unique clinical care or service
- Initiatives to improve quality/safety/performance with documentation of impact
- Documented high volume of patients/ high RVUs
Leadership in new academic or clinical programs
- Graduate or Residency Program Director/Co-Director
- Core Facility Director/Co-Director
- Committee membership (UAB, regional, national, etc)
- Demonstrated 'citizenship'
- Community outreach activities



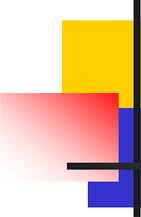
Promotion Package: Associate to Full Professor

- ❖ Distinguished performance as an associate professor, at least 3-5 years in rank
- ❖ Academic credentials and demonstration of level of specialized accomplishment appropriate to the mission of the Department and the SOM
- ❖ Demonstration of collegiality, involvement, and leadership as a citizen of the Department and/or SOM
- ❖ Evidence of sustained scholarship and productivity in the areas of research, teaching, or service
- ❖ Demonstration of national or international recognized excellence in the conduct of academic duties.



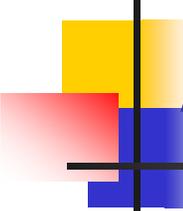
Promotion Package: Associate to Full Professor

- ❖ Examples of **research** activities that are consistent with the above guidelines include:
 - Continued demonstration of initiative, independence, and sustained activity in basic science, clinical, outcomes, quality improvement or population research
 - Sustained productivity as author of papers reporting independent research findings in peer- reviewed journals
 - Record of sustained ability to obtain grants and contracts for support of research
 - Receipt of recognition of excellence in research by professional or scientific institutions or organizations
 - Continued critical contribution(s) to large research team(s)
 - Receipt of invitations to preside over sessions at national or international or scientific meetings
 - Participation in external review committees, study sections, or service as editor of scientific or professional journals



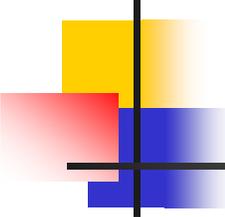
Promotion Package: Associate to Full Professor

- ❖ Examples of **teaching** activities that are consistent with the above guidelines include:
 - Sustained and outstanding performance in the examples cited for the associate professor level
 - Leadership through design, organization, coordination, and evaluation of educational programs
 - Administrative responsibility at the school or departmental level for curriculum
 - Leadership in continuing education or other professional programs; invitations as visiting professor at other institutions
 - Supervision of staff teaching within a course, division, department, or within the school
 - Sustained productivity in publication of papers and/or presentations at professional meetings on topics related to education
 - Sustained innovation and leadership in production of texts, educational software, or courseware
 - Record of sustained ability to maintain external funding to support innovative educational projects
 - Sustained recognition as an exemplary scientist, teacher or clinician whose activities provide an outstanding role model for students.



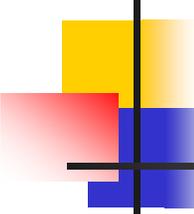
Promotion Package: Associate to Full Professor

- ❖ Examples of **service** activities that are consistent with the above guidelines include:
 - Continued demonstration of excellence of measurably excellent clinical productivity and exemplary patient care
 - Sustained exemplary leadership in administrative committee roles that augment the missions of the Department and/or SOM in clinical care, research and/or education such as originality in problem solving, authorship of guidelines or quality reports and policies
 - Providing sustained responsibility for a service or specific area of patient care or clinical teaching
 - Sustained excellence in the leadership of quality improvement/assurance or patient safety initiatives
 - Recognition as an authority by other schools and departments within UAB and by local, state, regional and national organizations or institutions
 - Appointment to responsible position(s) within the institution or its affiliates (e.g., chairs a committee, department, or division; membership on major Department or SOM committees)
 - Extensive and excellent mentorship of faculty colleagues
 - Continued service on committees to develop clinical practice guidelines or to formulate regional or national healthcare policies
 - Election to responsible positions on civic boards or organizations concerned with health care issues at the local, state, regional, national or international levels.



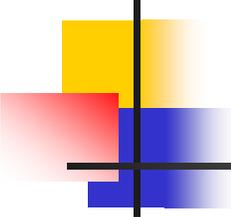
Tenure

- ❖ Achievement of rank of at least Associate Professor
- ❖ TE faculty need to apply for tenure by 9th year of appointment to the tenure track (to be reviewed in 10th)
- ❖ If tenure cannot be attained by then, will need to leave UAB or switch to NTE track
- ❖ Faculty can change their tenure track only once (not back & forth)
- ❖ Implies that you will have a continued commitment for employment at UAB
- ❖ Does not necessarily coincide with promotion



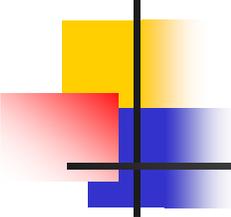
Tenure

- ❖ Academic credentials consistent with the missions of the department and the SOM
- ❖ National reputation reflected by peer recognition, presentations at national professional meetings, and productivity in published works
- ❖ Evidence of positive institutional citizenship, manifest as effective participation in service activities, mentoring of more junior colleagues, support of university missions and values, collegiality and leadership initiative
- ❖ Evidence of sustained, significant scholarship in at least two of three areas, including research, teaching, and service



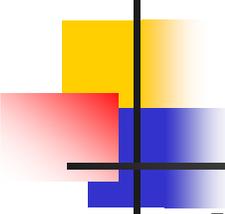
Common Mistakes to Avoid

- ❖ Lack of documentation to support one (or more) areas of excellence
 - Lack of teaching evaluations
 - Lack of objective performance measures in clinical service
 - Lack of documented research productivity
 - Lack of documentation of the importance of the applicant to “team science” and their unique contribution to the institution



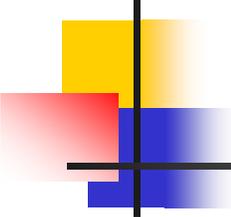
Your "Packet"

- Volume does not substitute for substance
- Keep focused – no more than 1 to 2" thick
- This is your opportunity to show who you are, what you have done, and where you want to go
- Balance modesty with showcasing your achievements
- Ensure packet complies with instructions, e.g. SOM format for CV, applicable portfolio sections
- Use Research, Teaching, Service sections to highlight and expand on information in CV



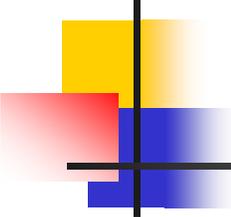
Helpful Hints

- ❖ **Maintain Your CV** – Keep it up-to-date in the required format. [Standard CV Template](#)
- ❖ **Create Portfolios** – Begin immediately, as soon as you are “on board”, to create and maintain portfolios for teaching, research and service. Document concurrently everything that you do – all activities. The Appointments, Promotions, and Tenure (APT) “package” should be built over several years. [See SOM Promotion/Tenure Instructions](#).
- ❖ **Critique APT Package** – Have your APT “package” critiqued by several faculty members prior to submitting to the DOM APT Committee. Incorporate changes as needed
- ❖ **Review Examples** – Review examples of a [good packet](#) (BlazerID required).



Resources

- UAB Faculty Handbook:
<http://www.uab.edu/policies/Pages/Faculty-Handbook.aspx>
- DOM website:
<http://www.uab.edu/medicine/dom/faculty-staff/faculty-promotion-tenure-tips>
- “Faculty Promotion/Tenure” section contains the SOM Guidelines, Instructions, Forms, SOM CV Format, 2018 DOM APTC Calendar



Resources (continued)

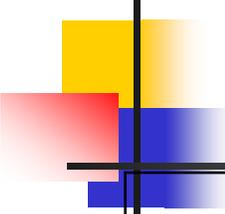
- SOM website:
<http://www.uab.edu/medicine/home/faculty-staff/faculty-resources/current-faculty/appointment-promotion-and-tenure>
- Audio with slides by David A Rogers, MD, MHPE, Senior Associate Dean for Faculty Development

Promotion and Tenure

General Overview (16 min)

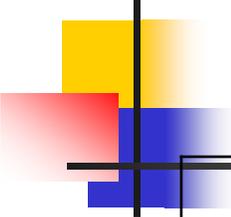
School of Medicine P&T Process (15 min)

Practical Guide to Preparing Your Proposal (11 min)



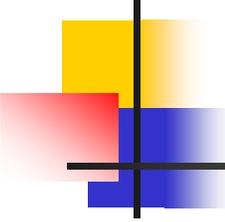
Timeline of Promotions Process

Event	2018 Promotion Cycle Deadlines/Events
DOM Promotion/Tenure Workshop; 4:00 PM; BDB 334	Wednesday, October 25, 2017
Divisions upload PDF file of promotion packet for initial DOM administrative review to DOM SharePoint site.	Tuesday, January 16, 2018
Divisions upload PDF file of promotion packet (with revisions) to DOM SharePoint site.	Monday, January 22, 2018



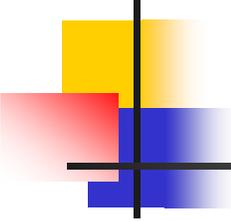
Timeline (continued)

Event	Deadlines
DOM final administrative review of uploaded packets	Tuesday, January 23, 2018
DOM APTC Review Begins	Friday, January 26, 2018
DOM APTC Meeting	Wednesday, February 21, 2018
DOM final administrative review of uploaded packets	Tuesday, January 23, 2018
DOM APTC Review Begins	Friday, January 26, 2018



Flow of Packets

1. Proposal to Departmental APT Committee by applicant/Division Director (**January 16, 2018**)
2. Dept APTC vote and make recommendation to Dept Chair (**February**)
3. Proposal to Faculty Council by Dept Chair (**March**)
4. Faculty Council vote and make recommendation to SOM Dean (**April**)
5. Proposal to the Provost by the SOM Dean and from Provost to the UAB President (**Spring/Summer**)
6. Decision by the UAB President and notification (**September**). **Effective date is 10/01/2018.**



DOM Promotions Workshop

Questions?