Promotion in Academics at UW: 
Making sense of the process

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Cases adapted from Brad Anawalt, MD
Faculty Tracks

- Regular Faculty
  - Clinician-teacher
  - Physician-scientist

- Research Faculty

- FT Clinical Faculty ("clinician-clinician")

- PT Clinical Faculty

- Today we are focusing predominantly on tracks and pathways with scholarship/research
Physician-Scientist Pathway

Predominantly researcher & scholar

• Outstanding research accomplishments
  • 2-3 publications/year
  • First and last-authored publications
  • Original, peer-reviewed research articles
  • Grants

• Teaching
• Mentorship
• Clinical skills, leadership, citizenship
• High level professionalism
Research Track

Solely researcher & scholar

- Outstanding research accomplishments
  - 2-3 publications/year
  - First and last-authored publications
  - Original, peer-reviewed research articles
  - Impact factor of journal
  - Grants
  - Mentorship
  - Leadership, citizenship
  - (Teaching encouraged, not required)
  - High level of professionalism
Clinician-Teacher 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)
• High level of professionalism
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”
• High level of professionalism
Promotion: goals of training and acting instructor years

- Firm foundation for future success

Develop:
- Evidence of research productivity
- Mentorship from others
- Ability to seek funding for scholarship
- Demonstrate ability to complete tasks
- Communication skills
- Collaboration
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 with tenuous salary
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
Appointment to Acting Faculty

- Division Head submits request to Chair
  - Rank
  - Salary
  - Grants
  - Scholarship to date
  - Work space
- No search process
- Begin appointment process
  - Division vote
  - Chair approval
  - Medical staff appointment
- 2-3 months
Scholarly goals of early years

• Define scholarly success

Goals of early years
  – 1st year: 1 review (+ an abstract)
  – 2nd year: 1-2 papers (+ 1 abstract)
  – 3rd year & beyond: 2-3 articles annually

• Clinician-teacher vs. physician-scientist & research tracks

• Learn the local standards
  – Don’t be daunted by the promotion process - Dept has every confidence faculty will achieve required steps of promotion, and nearly all do.
  – How long does it take from decision to “move forward” to Dean’s approval/ effective date?
Asst Professor: qualifications

- Requires a national search
- Requires $\geq$ 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
  - Research faculty initial appointment is Assistant Professor
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
- Process 6-12 months
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
  - Review by Provost, Dean
- 3-6 months
Question

When are Assistant Professor Faculty first eligible for promotion to Associate Professor?
(same for Research faculty, PS CT faculty)

A. 2 yrs  
B. 3 yrs  
C. 4 yrs  
D. 5 yrs  
E. 6 yrs
Question

When are Assistant Professor Faculty first eligible for promotion to Associate Professor? (same for Research faculty, PS, CT faculty)

A. 2 yrs
B. 3 yrs
C. 4 yrs
D. 5 yrs
E. 6 yrs
When are Associate Professor Faculty first eligible for promotion to full Professor? (same for Research faculty, PS and CT faculty)

A. 2 yrs
B. 3 yrs
C. 4 yrs
D. 5 yrs
E. 6 yrs
F. 7 yrs
Question

When are Associate Professor Faculty first eligible for promotion to full Professor? (same for Research faculty, PS and CT faculty)

A. 2 yrs
B. 3 yrs
C. 4 yrs
D. 5 yrs
E. 6 yrs
F. 7 yrs
Case Study #1

Dr. C 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

Excellent teaching evaluations
Excellent clinician
Good citizen

What faculty rank would he be eligible for?
What advice would you give Dr. C to improve his chances for academic track appointment?
Case Study #2

Dr. S is in her 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)

Excellent teaching evaluations
Excellent clinician -- expertise in lung transplant
Good citizen

What faculty rank would she be eligible for?
What advice would you give to her?
Dr. R is a PhD in her 2nd year of research fellowship and is interested in pursuing academics in the research track. 
+Mentors, ongoing projects

CV: PhD: 7 publications (2 first author); 6 abstracts; fellowship 5 publications co-author, 3 abstracts 2 Grants submitted
Good citizen

What advice would you give Dr. R to improve her candidacy for appt in the Research track?
Case Study #4

Dr. V is an MD-PhD in his 2nd year of 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 publication, 2 abstracts (research)

What advice would you give Dr. V to improve his candidacy for Acting Instructor appt ➔ Assistant Professor promotion?
Dr. W. is in her 3rd year as Assistant Professor as a physician scientist. She spent 3 years as an acting instructor after completing a 3-year fellowship.

CV: 12 publications; 4 since appt to Assistant Professor.
+ Career development award, no related pubs since awarded 1 yr ago. + 1 pub with CT faculty.

When would she be eligible for promotion to Associate Professor?
What advice would you give Dr. W?
Dr. S has completed a 4-year fellowship, and s/he is interested in a research-focused career at UW. S/he has been offered a new faculty appointment at UW, and has been contacted by an outside institution about a position as an assistant professor.

CV: 10 publications; 4 first (1 Nature)
Funding: K08 (1st of 5 years)

*What should Dr. S do?*
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

• It should be clear, easy to see accomplishments and follow logically (and consistent time-orientation)

• Table with mentees
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 1\(^{st}\) (or last) authored
Research Track

• Outstanding mature scholarship (significance and impact of candidate’s research are important criteria)
• Emerging national recognition
• Individuals with research professorial ranks are no longer required to teach, but are encouraged to do so.
• Grant funding
• Eligible after 3 yrs as Assistant Professor (non-mandatory 3-4-5 yrs)
• Mandatory promotion after 6 years
YIR at time of promotion, assistant to associate professor, 2004-2017
Publications at time of promotion
Assistant to Associate Professor
2004-2017

Box & Whisker plot with outliers. Box shows the lower and upper quartiles. X is the mean.
## DOM faculty by gender and rank

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<th>Male</th>
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<td><strong>Totals</strong></td>
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Full Professor: Promotion

National reputation for excellence (eligible after 4 years)

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

P/S pathway and Research Tracks
- Scientific independence
- Grants
- National reputation as scientist, scientific leader
- Significant innovations in the field
Box & Whisker plot with outliers. Box shows the lower and upper quartiles. X is the mean.
## Promotions to full professor

### Average YIR by pathway

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### Legend
- CT: Clinical Track
- PS: Basic Science Track
- RES: Research Track
Conclusions

• Promotion is track-specific, but…
  • Scholarship is always valued
  • “Niche” is useful
  • Citizenship matters, but…
  • Leadership helps, but…

• Annual review (fellow and faculty)
  • Ask for specifics re progress toward promotion

• Negotiate
  • Consider extramural opportunities

• Fellowship & early faculty years IMPORTANT
• Academic careers rewarding and achievable