

A Successful Career at Temple: The Promotion Process for Faculty at TUSM on the CE track

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Institutional Definition

Success = Promotion



My Personal Definition

- Success = Promotion
 - While doing what you like
 - While balancing your personal life
 - While caring for your patients
 - While getting funding
 - While being a role model of what a faculty member should be
 - While being a mentor to your colleagues and trainees



If your success is not on your own terms, if it looks good to the world but does not feel good in your heart, it is not success at all.

Anna Quindlen



Success

- What is your definition?
 - The five year plan
 - The 10 year plan
- Figure out what you think is successful
 - REALLY SUCCESSFUL
- Remember: You are not the only judge of success
- Find out who is important and what they think is successful



Appointments and Promotions

- Know your track AND rank
- Know where you are on the time clock
- Know what the A&P documents say
- Know who is on the committee
- Search for Faculty affairs on SOM website
- http://www.temple.edu/medicine/faculty/policies_procedures.html



4 Tracks at Temple

- Tenure Track – must go up for Tenure in 6th year
- Non – tenure track
 - Research
 - Education
- **Clinician Educator Track**
 - **Clinician Scholar Option – Associate Professor of Pathology**
 - **Clinician Educator Option- Associate Professor of Clinical Pathology**



Getting promoted requires planning

- Make a plan and check it out
 - Make it detailed
 - Set deadlines
 - Review it with more than one person
- Figure out skills you need
 - Statistical
 - Computer programs
 - Financial
 - Leadership



Whom do you check with?

- Mentor
- Division chief
- Department chair
- Chair of the your Dept promotion committee
- Office of Faculty of Affairs
- Outside Reviewer

ALL OF THE ABOVE!!!!



Importance of Mentoring

Everyone needs at least one mentor - preferably more than one

Potential mentors:

- Your Department Chair and/or Section Chief
- Mid-level and senior-level faculty from your own or other departments at TUSM
- Mid-level and senior-level researchers, educators, clinicians outside TU
- Peers – The Young Owls



Document Everything

- Teaching Dossier submitted at time of review
- May be 6 years from now
- Covering 6 or more years
- Your memory will be 6 years worse than it is now



Strategy for capturing important information

- Save reminders of activities to a file
- Update CV every 3 months
- Always have CV ready to go
- May need more than one CV format
- No SSN on CV



Important Information

- Names of residents, medical students and fellows - visiting students
- Course number and Course Director of every lecture you have ever given
- Teaching evaluations
- Thank you letters
 - Curriculum Development/Protocols
 - CME Talks Evaluations



Do not confuse activity with
productivity



Important

- National reputation in your field
- Funded research
- Publications - number and impact factor
- Teaching evaluations
- Clinical reputation
- Importance within institution



National Reputation

- Be recognized within your own institution
- Mentor - know what to ask for
- Ask for it
- Ask again
- CV always ready
- Carry business card



Be Purposefully Visible

- Report talk
- Go to Division meetings – sit at the table
- Talk
- Time limitations should not equal invisibility
- Correct inaccurate assumptions



Funded Research

- Number of resources at Temple
- School of Medicine Grants
- Foundation Grants
- Pharmaceutical Grants
- Read those emails
- Ask- mentor, division chief



Writing - Strategic Decisions

- Before you write it:
 - Agree on authorship
 - Make sure your name is listed in the correct position
 - Figure out where to send it
 - Check journal's instructions for authors
 - Set a deadline
 - Research in a peer review journal > review article > case report > non-peer reviewed
 - Book Chapters



The Impact Factor

- Calculated by ISI and available on website
 - www.isinet.com
 - Measure of frequency of citation/number of articles
- Not the end-all but consider as a factor in decision where to send it



When to write

- Make a plan
- Get some skills
- Nights and weekends
- Your family can care about your projects as well as your patients



Writing

- Laptop
- Bibliography program
- Hook up to Temple Library from home
- Colleagues - peers, fellows, residents



Teaching

- Teaching evaluations
 - System at hospital and medical school
 - Residents
 - Ask them to fill them out evaluations
 - Make sure your dept is collecting them
 - Medical students
 - Save copies of your evaluations
 - Basic Science Graduate Education
 - Ask for evaluations



Teaching Awards

- Some are voted on by medical school class or residents
- Your division has a teaching award
- Some are colleague nominated
- What award do you deserve and whom can you ask to nominate you?



Committees

- National Recognition- your national organization is looking for new volunteers
- Hospital or school committees
 - Impact Factor
 - You may have to ask several people
 - RVU credit
 - Admissions committee
 - » Interviewer
 - Need to balance activities
 - Concentrate in one area



Lectures

- Any International
- National Programs and Committees
- Local Grand Rounds
- Resident Teaching?
- Series better than one lecture



Bad Lectures

- Restaurants
- Pharmaceutical CME
- Too many local Grand Rounds



How to say “No”

- “Thank you so much for asking. I just agreed to report talk here. Please ask me again in the future.”
- How many RVU’s is that?
- How much does it pay?
- I just committed to _____ but you might ask _____.



If it doesn't contribute to a major goal "JUST SAY NO" (thank you)

- Beware of flattery
- Things NOT TO DO
 - More than one committee that meets once a month
 - "CO" anything
 - Administrative role with no administrative FTE



How to say “Yes”

- Thank you for asking me.
- I did a similar _____ that was very successful..... That is a particular interest of mine..... I think this is one of my strong points and I will be happy to do it
- That would be great. How much does it pay?



How not to say “Yes”

- If you can't find anyone else..
- I am not sure I can do it but I will try...
- I don't like speaking in front of large audiences but.....
- I think _____ would be a much better choice for this but if you really want me to..



Clinical RVU

- Relative Value Unit -Not set by the school
- Your target is set by benchmark to an outside database
 - It is not negotiable
- Your CFTE (clinical full time effort) is set by your department
 - It is negotiable



Barriers to Success

- Time more important than money
- Success judged more by money
- Gender bias
 - Harassment
 - The System
 - Poor negotiation skills
- Know the rules and then change them



Balancing Act

- Yes but
- Find them and use them as allies
- Get help
- Child care
- Decide what is important to you and then do it (but don't necessarily broadcast it)
- Stop feeling sorry for your kids



Some things worth doing are
not worth doing well



Time Management

- Something you are doing is unnecessary or could be done by someone else
- Handle it once
- If there is a staff member who can be your ally, make sure you are *their* ally



TUSM Office of Faculty Affairs

Essential Functions

- Process new faculty appointments and reappointments.
- Maintain faculty personnel files and database records.
- Coordinate all tenure and promotional activities with Departmental and School administration.
- Assist candidates in obtaining necessary materials for appointment, promotion, tenure, etc.
- Mentor/advise faculty in decision making regarding any aspect of faculty appointments/advancement.
- Act as liaison for the Medical School with the Office of the Provost and the Office of the President.



Steps in Promotion Process - CET

Step 1. Department Chairpersons are contacted by Office of Faculty Affairs for names of individual faculty members to be considered for promotion in **October**

Step 1.5 – External letters are requested preferably from FAO

Step 2. Faculty member assembles supporting documentation into promotion dossier, with assistance from Office of Faculty Affairs – Deadline is **December**

Step 3. Independent review by:

- Department Appointments & Promotion Committee **Jan-Feb**
- Department Chairperson – must provide separate letter
- School Appointments & Promotion Committee **Feb- March**
- Dean **March**



Outside letters for CET track

- Requested by OFA and received by them but suggested by candidate or chair
- Must be written by faculty member at the rank of the promotion
 - Associate Professor can't write recommendation letter for promotion to Professor
- Must state rank and track that they are recommending



Criteria for Promotion

- For promotion, regardless of rank or track, performance is assessed in all areas of responsibility relevant to track:
 - Research
 - Teaching
 - Service
 - Clinical care
- Promotion requires excellence in at least one area (either research or teaching), excellence in clinical care for CETs and at least satisfactory performance in other areas
- Personal and professional integrity are presumed



Criteria for Promotion to Associate Professor on CET Track

Clinician Scholar Option

- Faculty at least 5 yr
- Board Certification or equivalent
- Regional recognition as clinical expert
- Recognition of excellence in education
- Evidence of satisfactory scholarship
- Demonstration of service within the school but preferably region as well

Clinician Educator Option

- Faculty at least 5 yr
- Board Certification or equivalent
- Regional recognition as clinical expert
- Recognition of excellence in education
- Demonstration of service within the school but preferably region as well



CET: What Constitutes “Excellence in Teaching”?

Above-average scores and positive comments in:

- Formal evaluations by students, residents, fellows
- Peer reviews
- Evaluations by colleagues present at conference or grand round presentations
- Informal evaluations by students, residents, fellows, colleagues, mentees

Put together into teaching portfolio



CET: What Constitutes “Satisfactory Scholarship”?

- Two peer-reviewed publication/year in rank
- Two “others” may substitute for one peer-reviewed publication, where “other” =
 - oral presentation at a national meeting
 - poster at a national meeting
 - non-peer reviewed publication (including books, book chapters, etc.)
 - abstract etc.



CET: What Constitutes “Excellence in Clinical Care”?

- High quality clinical outcomes
- An expanding referral base demonstrating regional and/or national recognition
- Peer recognition as an expert in his/her clinical discipline



Promotion to Full Professor (CET, either option)

- This level is intended for individuals who have achieved recognized excellent performance as clinician educators at the local, regional, national and/or international levels.
- A total of at least eight years of faculty experience is required.
- Requires excellence in patient care and education, and satisfactory performance in service
- Excellence in patient care demonstrated by peer recognition as an expert in his/her clinical discipline
- CET Scholar Option also requires satisfactory performance in scholarship
- Major service to national and regional organizations



Your Dossier

TU Organizational Outline for Promotion Files:

- Curriculum Vitae
- Optional Personal Statement
- Department Committee Recommendation
- Department Chair Recommendation
- College Committee Recommendation
- Dean Recommendation
- Rebuttals/Rejoinders
- Letters from External Evaluators



Career Planning and Preparation for Promotion

- Don't wait until due for promotion to focus on career planning and goals
- Find appropriate mentors
- Review achievements at least annually
- Plan next steps
- Update CV



Essentials for a Curriculum Vitae

- Use TU Format
- Keep current
- Make sure it's complete
 - Eg list all publications, including full citation



Essentials of a Teaching Portfolio

- Teaching philosophy
- List of teaching activities
- Examples of teaching materials, eg:
 - Course syllabi
 - Handouts
 - PowerPoint presentations
 - Innovative teaching methods or materials
- Teaching evaluations
 - Student evaluations
 - Peer evaluations
- Educational scholarship



Thank you for your attention

Please contact the
Office of Faculty Affairs
for assistance with
career planning and
preparing for your next
promotion

2-6920

