Promotion and Tenure

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Associate Dean for Faculty Affairs, McGovern Medical School
Associate Vice President of Faculty Affairs and Development, UTHealth
Mission
The role of the Office of Faculty Affairs is to promote the careers and development of our faculty in support of the clinical, research and education missions of the McGovern Medical School.

New Initiatives
We offer a formal review of faculty readiness for promotion/tenure through the Individual Promotion Plan. Contact Tina Clark (500-5103) to arrange an appointment with Dr. Morano.

Counseling support tailored for faculty is offered through Employee Assistance Programs. Call (713) 500-3880 or click here for confidential assistance and additional information.

News and Deadlines
Annual Faculty Review is now closed until the Fall of 2017! Deadline is December 1st. Please call Roxanne Garza, 713/500-5104 if you have any questions!
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Director
713-500-5101
Faye.W.Viola@uth.tmc.edu

Zoie Castellanos
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713-500-5100
Zoie.Castellanos@uth.tmc.edu

Contact Zoie to schedule faculty exit interviews with Dr. Morano and for questions regarding transcripts, faculty offer letters, Faculty Temporary License applications, and without salary faculty actions.

Tina Clark
Administrative Coordinator
713-500-5103
Tasamania.D.Clark@uth.tmc.edu

Contact Tina for questions regarding appointments, promotion and tenure and to schedule time with Dr. Morano.

Roxanne Garza
Executive Assistant
713-500-5104
Roxanne.Garza@uth.tmc.edu

Contact Roxanne for questions regarding Faculty Senate, the Annual Faculty Review, Standing Committees, faculty offer letters, and medical licensure.
Academic Tracks

◊ Clinical, non-tenure track

◊ Research, non-tenure track

◊ Tenure track
  ◊ Clinician/Educator pathway
  ◊ Scientist/Educator pathway

Faculty whose primary function is education can be promoted on the clinical or research non-tenure track
Role and Philosophy of the FAPTC

- Advisory to the Dean
- “Gatekeepers”
- Quality of the faculty
- Reputation and future of the institution
Ranks, Tracks, and Pathways to Promotion and/or Tenure via FAPTC

Tenure track
- clinician/educator
- scientist/educator

Assistant Professor → FAPTC 3 yr min* → Associate Professor → FAPTC 3 yr min* → Professor

Track change **
(2 allowed)

Instructor → Non-tenure clinical track

Assistant Professor → FAPTC 3 yr min* → Associate Professor → FAPTC 3 yr min* → Professor

Non-tenure research track

Assistant Professor → FAPTC 3 yr min* → Associate Professor → FAPTC 3 yr min* → Professor

*Minimum of 3 years in rank is required for promotion (HOOP); however, less than 5 years at time of submission is considered accelerated.

** Requested by faculty member and approved by Dept. Chair and Dean, effective 9/1. Time off the tenure track does not count toward the 9-year tenure probationary period.
Time Table

◊ **May 1 to August 31** – Department (Internal) Review Committee reviews recommendations

◊ **September 1** - Proposals due to the Dean, c/o Office of Faculty Affairs, **ELECTRONIC SUBMISSION**

◊ **March/April** - Health Science Center - University Appointments, Promotions and Tenure Committee meets

◊ **May/June** - Health Science Center report due in Austin

◊ **August** - Board of Regents meet (re: tenure actions)

◊ **September 1** - Promotion and/or Tenure becomes effective
Readiness for Promotion

◊ Purpose of the Annual Faculty Review
◊ determine if the candidate is on track for promotion
◊ give guidance and plan for the upcoming year.

◊ The Department (Internal) Review Committee
◊ reviews the candidate’s credentials with CV and 3 internal reference letters.
◊ advises the Department Chair regarding the candidate’s promotion.

◊ The Office of Faculty Affairs can review a candidate’s CV (in the UT format) in advance.

◊ Associate Dean Morano will hold a 30 min. consultation session (Individual Promotion Plan; IPP) upon request with updated CV
The Parts of Your Promotion Package

◊ The Chair’s letter of nomination
◊ CV in UT format
◊ Promotion Narrative (now required)
◊ Letters of support (3) from colleagues within UTHealth but outside your department
◊ List of 6 external references outside UTHealth* (“Department letters”)
◊ Tenure track only: Faculty Affairs obtains references and letters from an additional 6 colleagues (“Dean’s letters”), who are nominated by those on your external reference list
Rules for External Letters

◊ For tenure track candidates
   ◇ at least 3 of the 6 external references submitted by the department should be from individuals outside of Houston who did not have personal contact with the candidate during training. Should demonstrate national/international peer esteem.

◊ For non-tenure track candidates
   ◇ at least 3 of the 6 external references submitted by the department should be from individuals who did not have personal contact with the candidate during training. External letters must be from various institutions outside of UTHealth and should demonstrate regional peer esteem.

◊ External referees should be peers who know the candidate through professional accomplishments and not from a personal relationship.
# A Comparison of Promotion on the Tenure and Non-Tenure Tracks

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<thead>
<tr>
<th>Tenure Track</th>
<th>Non-Tenure Track</th>
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<tbody>
<tr>
<td>◇ “Department letters”</td>
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<td>◇ “Dean’s letters”</td>
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<td>◇ <strong>Must show a national or</strong></td>
<td>◇ <strong>Must show a local/regional</strong></td>
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<td><strong>international reputation</strong></td>
<td><strong>reputation</strong> in a focused area; need not be fully</td>
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<td><strong>for focused scholarship;</strong></td>
<td>independent work</td>
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<td><strong>must be original,</strong></td>
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<td><strong>directed work</strong></td>
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<td>◇ Requires a broader contribution to university (e.g., in more areas of endeavor)</td>
<td>◇ May have a narrower contribution to university (e.g., less teaching, committee service or research)</td>
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Review Process by FAPTC

For promotion to **Associate Professor**:

◊ Primary and secondary FAPTC reviewers assigned

◊ Reviewers present dossier at FAPTC meeting with recommendations

◊ FAPTC discusses and votes on recommendation, which is forwarded to the Dean
Review Process by FAPTC

For promotion to Professor:

◊ *Ad hoc* committee of 3 professors (FAPTC member as Chair and 2 MMS Professors)

◊ *Ad hoc* committee reviews the dossier and prepares a report to FAPTC

◊ The *ad hoc* committee chair presents the report at FAPTC meeting with recommendation

◊ After discussion, the FAPTC votes on recommendation, which is forwarded to the Dean.
Dean’s Actions

◊ Dean reviews the FAPTC recommendations and decides to endorse or not endorse them

◊ The Dean notifies the candidate’s Department Chair of her decision

◊ A copy of this letter is provided to the candidate
UTHealth Actions

◊ The endorsed tenure track dossiers are forwarded to the EVPARA for the University Appointments, Promotions and Tenure Committee (UAPTC).

◊ The outcome of the UAPTC action is conveyed to the Dean, who notifies the candidate via the Department Chair.
Expectations

Planning for Promotion and Tenure
Qualifying for Promotion: “Clinical Activities”

- Clinical service is highly valued for its role in education and discovery
- Volume, quality and impact
- Quality improvement projects
- Developing or expanding clinical programs
- Innovation in techniques, instrumentation, procedures
- Document all of your clinical obligations and expand on their impact
Qualifying for Promotion: “Scholarly Activities”

♢ **Evidence of scholarly activity** can be in many forms, e.g., peer-publications, invited articles, awards and honors, participation on grants, patents issued/licensed, etc.

♢ Presentations, case studies, speaking invitations

♢ In general, the scholarly activity must be **documentable** and must **demonstrate some impact** on the candidate’s field.

♢ Disseminated/adopted QI programs
Qualifying for Promotion: “Teaching Activities”

♢ Many types of teaching/educational activities
  ♢ Didactic, classroom teaching
  ♢ PBL/TBL
  ♢ One-on-one mentoring/training of undergraduates, graduate students (MS/PhD), medical students, postdocs, residents, fellows
  ♢ Loosely interpreted – rounds, workshops, M&M discussions

♢ Teaching effectiveness, evaluation and assessment should be included in Chair’s letter of nomination

♢ Patient/community outreach and education
Qualifying for Promotion: “Service/Admin Activities”

- Administrative activity is important to the institution, but it is rarely by itself the basis for promotion. Expected of all faculty at some level.

- Committee work: division, department, school, university, hospital, society

- Grant/guideline/paper reviewing

- Leadership/admin examples: division director, medical director, etc.

- Leadership roles important for promotion to senior ranks.
Non-tenure Clinical Track Revision Working Group

Joseph L. Alcorn, Ph.D., Associate Professor, Pediatrics (Neonatology)
Patricia M. Butler, M.B., Ch.B., Vice Dean, Educational Programs & Professor, Psychiatry
Semhar J. Ghebremichael, M.D., Assistant Professor, Anesthesiology
Mark J. Hobeika, M.D., Assistant Professor, Surgery (Immunology & Organ Transplantation)
Susan D. John, M.D., Chair & Professor, Diagnostic & Interventional Imaging
James J. McCarthy, M.D., Chair & Associate Professor, Emergency Medicine
Nancy O. McNiel, Ph.D., Associate Dean, Administrative Affairs
Philip R. Orlander, M.D., Associate Dean, Educational Programs & Professor, Internal Medicine (Endocrinology)
Nahid J. Rianon, M.B.B.S., Dr.P.H., Associate Professor, Internal Medicine (Geriatric & Palliative Medicine)
Mya C. Schiess, M.D., Professor, Neurology
Jennifer L. Swails, M.D., Assistant Professor, Internal Medicine (General Medicine)
Revised NTC Promotion Criteria

Four Domains of Achievement

Clinical/Patient Care
Research/Scholarship
Education
Service/Administration

• Activity in any domain that only meets basic employment expectations will be described as *Acceptable* and will not contribute toward consideration for promotion.
• Performance above and beyond this level will be described as *Commendable* and will count toward promotion.
• A second level of extraordinarily high performance will be described as *Exceptional*.
• Quantitatively, these levels of achievement will be given point values of 0, 1 and 2, respectively.
Revised NTC Promotion Criteria

For promotion to Associate Professor

1. Exceptional (2) in at least one domain.
2. At least a 1 in clinical.
3. Total of 4 points.

For promotion to Professor

1. Exceptional (2) in at least two domains.
2. At least a 1 in clinical.
3. Total of 5 points.

Chair’s letter and faculty narrative will build the case for proposed achievement levels and areas of focus
Revised NTC Promotion Criteria

**Example A:** An innovative clinician with high clinical productivity and quality, significant committee service and activity in resident education with little to no published research seeking promotion to Associate Professor might claim Clinical: 2, Service: 1, Education: 1.

**Example B:** A strong clinician with moderate clinical productivity and quality, multi-year appointment as Medical Director, and several published research papers or quality project reports seeking promotion to Associate Professor might claim Clinical: 1, Service: 2, Research: 1.

**Example C:** An innovative clinician with high clinical productivity and quality, bedside supervision of multiple trainees and additional didactic teaching, multi-year appointment as Residency Director, several case studies and one or two peer-reviewed publications and a strong record of hospital committee service, seeking promotion to Professor might claim Clinical: 2, Education: 2, Research: 1, Service: 1.

**Example D:** A strong clinician with moderate clinical productivity and quality, little to no exposure to trainees, no publications and service on several committees in the last five years would be scored Clinical: 1, Education: 0, Research: 0, Service: 1, and would not yet be competitive for promotion. (This last case may also represent a faculty better suited to move to a Staff Physician appointment).
Qualifying for Promotion: “Peer Esteem”

◊ Reflects regional, national, international reputation

◊ Clinical referrals, invited seminars/talks/meeting presentations

◊ Grant review, journal review, invited reviews and book chapters

◊ Overlaps with scholarship

◊ Takes time and effort
Some Strategies for Getting Known *Outside Your Institution*

- **Publish and present your work**
- Join professional societies, go to meetings
- Correspond with people whose work interests you
- Agree to review grants, journal articles
- Speak to the media, local and national organizations
- Join large (national) collaborative research studies
Take Away Messages...

- Know what is expected of you
- Actively guide your career path
  - Assess your readiness for promotion
  - Make a timeline
  - Decide how best to direct your efforts in the time you have
  - Revisit your plan and make mid-course corrections as needed
- Document your achievements carefully
- Seek professional visibility
- Be flexible!
Need A Hand?

Office of Faculty Affairs
713-500-5103
MSB G.420

◇ Consultation
◇ Information
◇ Assistance