Promotions in the SOM track: understanding the process

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The BSD’s Office of Faculty Affairs (OFA) and Office of Academic Affairs (OAA) play roles in Reappointment, Promotion and Tenure.

OFA’s focus is on educating faculty about the process and career development.

OAA oversees reappointment/promotion/tenure processes and shepherds cases through the review.

This OFA presentation highlights important elements of the process and provides advice accumulated from senior faculty. However, Dept. cultures vary and it is important to talk to your chair, section chief and/or promotion committee about their expectations. In addition, full policy/process documentation is available online from OAA.
SOM Track
Reappointment, Promotion and Tenure.

Overview
Processes
Promising practices and advice
SOM Track
Promotion and Tenure.

Overview: Broad perspective on expectations.
Timeline for SOM reappointment and promotion changes

**May 2011**: Two tracks: BSD and SOM

**Sept 2012**: Added language to welcome mentorship and advancement of diversity & inclusion as creditable activities.

**June 2013**: Emphasized expectation of scholarly activity in SOM track, or, where none, explanation for its absence.

**August 2014**

1. Revised definition of “outstanding”: would qualify for the recommended rank/track if he/she were in one of the leading academic departments nationwide.
Outstanding work is:

- Important
- Innovative
- Impactful
- Creative
- Productive
- Highest quality

Recognized by your peers and/or peer institutions
Defined by your unit/department/area of specialty
Outstanding contributions to *any combination* of our three missions determined by your individual department.

- Scholarly activity
- Clinical Activity
- Education

*Citizenship is an expectation for all faculty*
Significant variability in distribution of activity
Not just accomplishments but also trajectory.

Has the faculty member made appropriate progress since promotion to Associate? The work does not have to be in a new area but does have to represent significant progress since promotion to associate professor.

Are you a leader in your field?
Factors used in the evaluation of scholarly activity in the SOM track.

Traditional research
• peer-reviewed funding
• peer-reviewed publications

Educational Scholarship
• Production of scholarly teaching materials
• Teaching or training demonstrating incorporation of latest findings into education
• methods to assess impact of innovative curricula and dissemination of results
Factors used in the evaluation of scholarly activity in the SOM track

Clinical Scholarship
- Evidence-based improvements in institutional clinical practices
- Enrolling patients in clinical trials
- Technical assistance with others' research
- Case studies
- Presentations in clinical conferences, grand rounds, etc.
- Scholarly support of clinical trials

Scholarship Infrastructure
- Support of scholarship infrastructure
- Other contributions with great value to BSD, UCMC, and/or the University, eg. Building relationships
Factors used in the evaluation of scholarly activity.

Other Scholarly Activity

• Evidence-based formulation of research, educational, and clinical policy at a local, regional, or national level
• Service on study sections, examining Boards, as scholarly editors, etc.

Scholarly activities are broadly defined and you are most likely doing it, you just need to define it!
Factors used in the evaluation of clinical activity.

• Defined by your departmental expectations

• Not RVU based, though these may be important in assessing your clinical accomplishments

• Always based on the highest quality of care/work but may be evaluated on contribution, breakthroughs in treatment/diagnostic care, niche area, reputation
RVUs and promotions

For the vast majority of clinical faculty, RVUs are used as a proxy for clinical contributions to the BSD

However, achieving RVU benchmarks alone is usually not sufficient for promotion.
Factors used in the evaluation of education and training

Outstanding teaching and training evidenced by

- Internal/external recognition
- Teaching evaluations
- Time devoted to teaching
Looking at accomplishments and trajectory

- Very department and individual specific
- Important to know the expectations for your success (annual review, Contract)
- Trajectory is key in thinking about promotion
- There is no checklist to complete

This ambiguity is important and provides opportunities for diversity/creativity in achieving success in your career.
SOM Track
Reappointment, Promotion and Tenure.
Processes related to reappointment, promotion and tenure.
Pathway for Reappointment and Promotion Materials.

Department (internal processes/vote).

Divisional Committees (COROAP for reappointment, COAP for promotion/tenure) - Authority to bring case. Evaluation of case is advisory.

The Dean of the BSD.

The Provost’s Office.

Authority to reappoint and promote
Departments have their own reappointment and promotion processes.

Departments are required to have a fair, uniformly applied promotion review system but vary in how they implement it.

Promotion committees
Who votes?
Ask chair for department’s policy

However, the elements of the promotion materials that are submitted to the Division are consistent across Departments.
Divisional review includes:

1. Discussion and advisory vote by Division Committees whose members are senior BSD track faculty from across the Division. Additional information may be requested from the Department.

   COROAP: Committee on Reappointment of Assistant Professors.

   or

   COAP: Committee on Appointments, Promotions and Tenure.

2. Review by Dean and recommendation to Provost.
The Provost review::

1. All packages are reviewed in the Provost’s office and they may discuss package with Divisional representatives to clarify.

2. The Provost makes the ultimate decision to reappoint, promote, tenure or not to renew the appointment.
Timeline for promotion materials

Promotion:
   When your SECTION/DEPARTMENT concludes that you meet the requirements for promotion
Years as associate professor before promotion

N current faculty (64 total)
Promotion to Professor

• Objective evidence (track record outstanding work)

• Clear advancement beyond the contributions that warranted the associate professorship

• Has demonstrated a clear and continued trajectory of success
Promotion to Professor

Review at Department, Division and at the Provost levels.

External letters are required

Occurs when your section chief/department chairs determines that you are ready
Promotion Process

1. CV and Personal Statement
2. Teaching evaluations
3. Internal assessments
4. External letters

Section and/or Department Assessment and Vote

COROAP/COAP Assessment and Advice

Dean Decision to Endorse

Provost Decision to Approve
1. CV (examples at https://bsdacademicaffairs.uchicago.edu)

2. Personal Statement (Past, Current, Proposed, Future)
   • Education statement
   • Clinical Statement
   • Scholarship statement (5 exemplary works-peer reviewed work and/or products)
   • Institutional citizenship (include mentorship and D and I)
Letter writers are asked:
(a) your total contribution to our three mission domains, patient care, education, and scholarly activity; and
(b) Whether you are outstanding.

- In what respect and to extent is Dr. XX outstanding
- In comparison to what peer group
- What specific achievements form the basis of your conclusion
- Would Dr. XX be promoted at your institution?

Ordinarily around 7 are requested. Faculty can input 2-3 suggestions.
Used when assessment are invisible to the outside teaching clinical and educational acumen

These may be shared with external consultants, redacted as necessary.

**May be more important than external letters**
Tenure in SOM

- Can occur whenever deemed ready by your department
- Only allowed one attempt at tenure status.
- No penalty for failure to obtain tenure
- Once tenured, you become a BSD track faculty
Tenure expectations in SOM Track:

- The subject matter and nature of the work (i.e., how ‘clinical’ it is) are unimportant as long as the work meets the quality and impact expectations.

- Is measured by sufficient *peer-reviewed scholarship*
Promotion cases go to the Provost with a letter from your chair.

By a vote of XX in favor, YY opposed, ZZ abstaining, and ZZ not returning a ballot, the Department of Dept name proposes appointment as full professor effective as of MMMM DD, 20YY. Faculty eligible to vote were [name or describe].

☐ Lay Summary [state the major activities, contributions and accomplishments in the three mission

<table>
<thead>
<tr>
<th>Time allocation to the various missions (from departmental budget submission scheme):</th>
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<tbody>
<tr>
<td>A. EDUCATIONAL LEADERSHIP [formally approved or ACGME-mandated roles such as Residency/Fellowship Program Director, designated 'core faculty', or Director of a Pritzker course; 0 for most faculty]</td>
</tr>
<tr>
<td>B. CLINICAL/CLINICAL TEACHING [typically 80%; time spent in (1) in patient care and (2) clinically educating clinical trainees (clinical fellows, students, and residents) other than 'A. Educational Leadership']</td>
</tr>
<tr>
<td>C. EDUCATION other than A. Educational Leadership and B(2). Clinical Teaching [includes didactic teaching in The College, Ph.D. programs, and in Pritzker and GME if not captured above]</td>
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<tr>
<td>D. ADMINISTRATION [Department Chair, Section Chief, or equivalent role for which protected time has been negotiated with the Dean's Office; will be 0 for most faculty]</td>
</tr>
<tr>
<td>E. FUNDED OR RESEARCH OR RESEARCH ADMINISTRATION [must match salary recovery from funds other than departmental / Divisional operating funds]</td>
</tr>
<tr>
<td>F. OTHER/BALANCE [Unfunded research; other scholarship; etc.]</td>
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<tr>
<td><strong>TOTAL</strong></td>
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Recognition outside UChicago is / is not [delete one] currently an essential component of the position.

☐ Discuss how the candidate is outstanding. If not, what is the rationale
Promotion cases go to the Provost with a letter from your chair (continued)

☐ Analyze magnitude and quality of contributions in CLINICAL CARE (effort/quality), EDUCATION, other ACADEMIC/SCHOLARLY ACTIVITY. Do consider administrative/leadership, institutional citizenship, and external activities relevant to this topic. Discuss the changes for the term

☐ Analysis of the letter case
  a. How did you choose those solicited for letters? Explain the rationale for your choices if it is not obvious. Are any from non-peer institutions and/or not “at arm’s length”; why did you include them anyway?
  b. Who did not respond to your request? Do the non-responses reflect unfavorably on the candidate?
  c. Which letters are unreservedly positive [just list the names of their writers]? Of those with reservations, how do you respond to the reservations?

Letters are usually around 3-4 pages.
BSD Track
Reappointment, Promotion and Tenure.
Promising practices, guidance and support.
https://bsdacademicaffairs.uchicago.edu

The navigation bar on the left will lead you to pages intended for faculty.

BSD Office of Academic Affairs

For FACULTY and Other Academic Appointees
- Requirements, process, and official forms [Faculty]
- Promotion HELP for faculty
- BSD faculty by department
- Requirements, process, and official forms [Research Associates]
- About the Dean for Academic Affairs
- Calendar of Events (myBSD)
Other resources on OAA website

Pathways for successful faculty development and promotion. (http://pondside.uchicago.edu/~feder/pathways.htm)

Appointments, reappointments, promotions and tenure process guidelines. (http://tiny.cc/BSDProcessGuidelines)

Appointment and Promotion Criteria (The Shils Report). (https://facultyhandbook.uchicago.edu/page/academic-appointments)
Promising Practices

1. Meet often with your section chief/department chair
   • Graceful self promotion is important

2. Network with those in your field
   • Need to develop a reputation for high quality work
   • Increases opportunities for regional/national presentations
   • Potential letter writers

3. Work with your mentorship team and knowledgeable others
   • Solicit help when needed
   • Listen to feedback
   • Let others review your work

4. Know your departmental reappointment/promotions process
Office of Faculty Affairs – How can we help?

Website has programming, resources and links to other sites. Also look for emails on upcoming events and activities (sent out once per month).

Feel free to email Karen for additional information/conversation: kekim@medicine.bsd.uchicago.edu

Martin Feder, Dean for Academic Affairs is also happy to talk with you. m-feder@uchicago.edu. And a beautiful new Academic Affairs website will be launching soon. Information and other resources are currently available through links through talk.