

NASPGHAN PROFESSIONAL DEVELOPMENT WORKSHOP
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PROMOTIONS AND CLIMBING THE LADDER

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Objectives:

- Reflect on goal-setting
- Understand the promotion and tenure process in general
- Identify questions to ask at specific institutions
- Prepare to strategize based on promotion criteria in service, research, and education
- List tasks necessary to negotiate the P and T process

Know Your Job Description

- Clinical/Service
- Education
- Research

Setting Goals

	Short-term	Medium-term	Long-term
Personal			
Clinical			
Education			
Research			

Analyzing Goals

- What is needed to achieve goal?
- Who can help?
- What is the task list?
- What is timeline?
- What are obstacles and distractors?
- How will success be measured?

Strategies

- Identify mentors
- Form beneficial professional relationships
- Go to skill-building workshops (including: negotiation, planning, conflict/resolution, etc.)
- Apply for career development awards
- Make connections in professional organization
- Collaborate across departments
- Develop a social network of colleagues

Strategies: Plan 'B' When Things Go Wrong

Problem

- Lack of funds
- Lack of infrastructure
- Time constraints
- Unhelpful colleague
- Supervisor not supportive

Approach

- Grants, collaborations
- Borrow some
- Prioritize, choose
- Negotiate, avoid, get help
- Move, within or outside



Why Get Promoted?

- Respect/credibility
- Money
- Open doors to other opportunities/achievements (seniority)

Understanding the Promotion System

- Know the terms
 - ✓ Ranks and titles
 - ✓ Terms of appointments
 - ✓ What tenure means
- Be familiar with institutional culture
- Understand the promotion process and criteria
- Find out who the decision-makers are

Ranks

- Instructor, lecturer, clinical associate, etc. 1-5 yrs
- Assistant Professor 5-8 yrs
- Associate Professor 5-10 yrs
- Professor Forever

Academic Tracks

Tracks	Responsibilities	Source of Salary
Clinical/clinician educator	Patient care and teaching	Clinical revenue
Clinical scholar	Clinical research, patient care, teaching	Clinical revenue, small grants
Tenure	Independent research (and patient care)	External peer-reviewed grants
Research	Collaborative research	Grants (often not PI) and contracts

Adapted from Buchanan, Hematology 2009

Tenure

- Designed to protect academic freedom
- Associate or Full Professor
- For researchers (at some institutions)
- Some places have post-tenure review
- How much does tenure really mean?

The Promotion/Tenure Decision-making Process

- Section (unit) head initiates process
- Department P and T Committee
- School P and T Committee

Criteria for Promotion

	Clinical	Clinical Scholar	Tenure	Research
Clinical work	Outstanding	Excellent	Good	N/A
Teaching	Outstanding	Excellent	Good or excellent	N/A
Publications	Few required	Multiple in good peer-reviewed journals	Lots in high-impact journals	Variable
Service	Committees, taskforces, advocacy	National committees, panels, advisories	High-profile national committees/study sections	N/A
Reputation	Local	Regional to national	National/international	Variable

Buchanan Hematology 2009

Criteria for Service Excellence

Important:

- Unique area of clinical expertise
- Program Development
- Local/regional impact of your program
- Scholarship in your area of expertise
- Unique administrative contribution to health care
- Provision of essential element of core service

Also:

- Service to patients
- Service to students
- Service to the profession
- Service to the community
- Administrative service

Adopted from Sharon Andreoli IU P and T Workshop



Criteria for Excellence in Teaching

Important:

- Curriculum development/assessment/etc.
- Teaching load
- Teaching awards
- Scholarship in area of expertise
- Education grants
- Leadership roles in professional education organizations

Also:

- Teaching evaluations
- Committee work
- Mentoring
- Peer review of teaching, etc.
- Self-improvement: attending workshops, etc.

Adopted from Sharon Andreoli IU P and T Workshop

Criteria for Excellence in Research

Important:

- Coherent research program
- Publications *Peer Reviewed*
- Funding
- National reputation

Also:

- Writing papers
- Writing grants
- Participating in multi-center trials

Adopted from Sharon Andreoli IU P and T Workshop

Forms of Scholarship

- Seeking, attaining, analyzing, formulating and communicating knowledge or expertise in an area or discipline
 - Journal publications
 - Book chapters
 - Invited reviews
 - Editorials
 - Videos
 - Retrievable forms of electronic media
 - CD ROMs
 - Educational materials
 - Web based documents

Adopted from Sharon Andreoli IU P and T Workshop

Boyer's Types of Scholarship

Type	Purpose	Measure
Discovery	Build new knowledge	<ul style="list-style-type: none"> • Publishing research in peer-reviewed forum • Creating infrastructure for future studies
Integration	Interpreting/sharing knowledge	<ul style="list-style-type: none"> • Preparing a comprehensive literature review • Writing a textbook chapter
Application	Bring knowledge to bear in addressing societal needs	<ul style="list-style-type: none"> • Developing practice standards • Systematically assessing the effectiveness of different techniques
Teaching	Study teaching and learning processes	<ul style="list-style-type: none"> • Developing and testing instructional methods • Designing, implementing and evaluating an educational program

Boyer, EL. Scholarship Reconsidered, 1990.
(slide from Emily Wakford, MD)

The Promotion Package or Dossier

- Promotion must be proposed
- CV (updated)
- Personal Statement
- Organized, catalogued evidence
- List of internal and external reviewers



The Personal Statement

- Your only opportunity to speak to the committee
- Explain vision, strategy, context—your story
- Assess and explain accomplishments



Keep Your CV Up-to-Date in Real Time

- Awards
- Committee work
- Abstracts
- Publications
- Talks

External Letters

- Get letter writer's info to administrator early
- Must be from the rank you are seeking or higher
- The external letters must be "arms length" and from individuals not vested in your promotion
- Can use previous mentors and collaborators, but these do not count toward the required number and are given little weight

Questions to Ask

- What are the rules at our institution?
- What are pros and cons for different tracks?
- What are avenues besides tenure?
- What is the time course and consequences of denial of promotion?
- Can you switch tracks?
- Can you take time "off the clock" or how does part-time affect your trajectory?

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Summary

- Understand the P and T process at your institution
- Have a vision and a plan
- Figure out what you need to do to achieve your objectives
- Organize your documentation

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