



P&T for Junior and New SOM Faculty

Susan Pollart

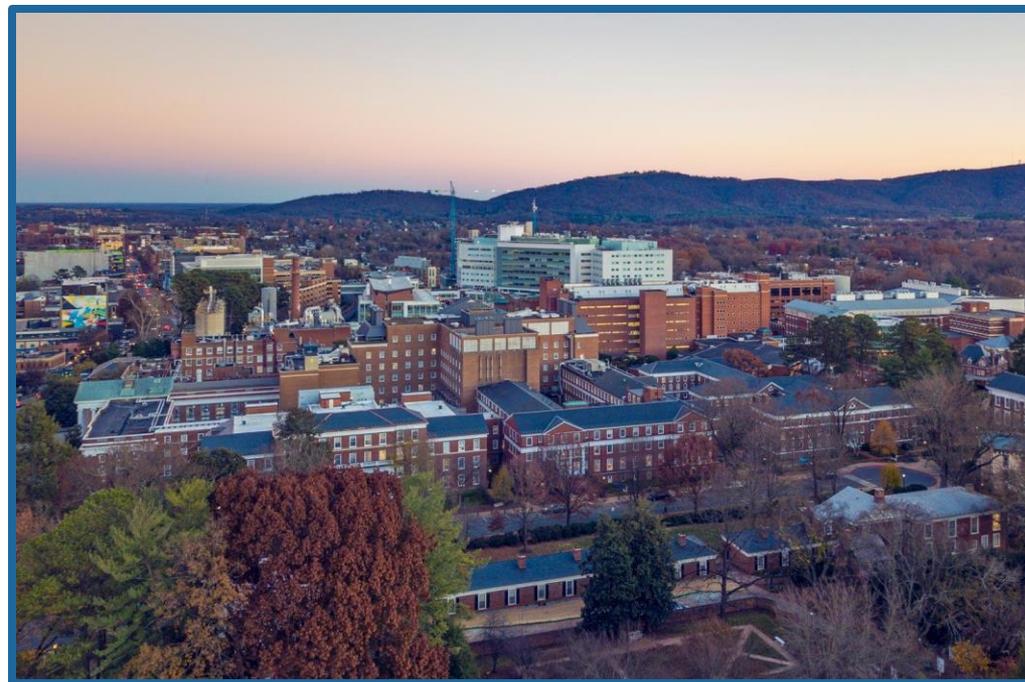
Senior Associate Dean

SPS2S@virginia.edu, 4-9030

Bob Nakamoto

Coordinator of Academic Achievement

RKN3C@virginia.edu, 2-0279



Before we begin

- Mute microphone to limit background noise.
- Submit questions at any time via the Chat icon. The Chat icon appears when you mouse over the bottom of the screen.
- If the volume seems too low, check your system volume.
- Technical issues? Log out and log back in.
- Session is being recorded. A link to the recording will be emailed soon.

Promotion & Tenure Topics for today

P&T information

Faculty tracks

Criteria for promotion and tenure

Timeline for promotion and tenure

The P&T process and who is involved

Documentation for P&T - the *Portfolio*

 Components of the portfolio

Who to ask for help

Everything you need to know about P&T is on the website:



<https://faculty.med.virginia.edu/facultyaffairs/advancement/pandt/>

UNIVERSITY OF VIRGINIA | SCHOOL of MEDICINE

EDUCATION | RESEARCH | CLINICAL | DEPARTMENTS | FACULTY | COMMUNITY

Faculty Affairs and Development

Promotion and Tenure

The Office of Faculty Affairs manages all promotion and tenure actions at the School level for both regular cycle actions and expedited reviews for retention purposes.

The promotion and tenure process begins in March with the dissemination of the list of eligible faculty, and concludes 15 months later with the promotion of all recommended faculty on July 1.

For more information about the P&T process, please contact:

Sue Weiss, 434-924-9030 / sg4na@virginia.edu

Dr. Robert Nakamoto, SoM Coordinator of Academic Achievement, rkn3c@virginia.edu

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Getting Oriented

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Building a Portfolio

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HONORS AND AWARDS

POLICIES/GOVERNANCE

PROFESSIONAL DEVELOPMENT

- Know what **track** you are on and what your **Offer Letter/Position statement** says
 - % Effort (clinical care, research, teaching, admin, other)
 - Duties/Responsibilities
- Portfolio (CV, Clinical, Education, Research) should be consistent with **most recent Offer Letter**
- *If your Offer Letter/Position statement) is inconsistent with your position duties, get a new one from your chair*

Questions?

Tenure Ineligible

- Instructional Faculty
- Research Faculty (Independent Research)
- Research Faculty (Research Support)
- Clinical Faculty

Tenure Eligible*

- Academic Investigator
- Clinician Investigator
- Clinician Educator

*Promotion is “on the clock”



Tenure-eligible Faculty Tracks: Typical Effort Allocation

- Academic Investigator: a majority of effort in research, with a balance in teaching and service
- Clinician Investigator: a majority of effort in research, with a balance in clinical care and service
- Clinician Educator: at least 80% time devoted to patient care and/or medical education

Tenure-ineligible Faculty Tracks: Typical Effort Allocation

- Clinical Faculty: majority of time devoted to clinical activity
- Research Faculty: two tracks; on each, majority of time is devoted to PI research; teaching is optional
 - Independent Research
 - Research Support
- Instructional Faculty: majority of time devoted to teaching or service (clinical or other)

Questions?

Criteria for promotion: tenure-eligible tracks

- **Key words** = EXCELLENCE and TRAJECTORY
 - **Assistant to Associate** – excellence in one area (clinical care, medical education, research), scholarship, and local & regional reputation, service
 - **Associate with Tenure** – excellence in two areas plus continuing scholarship with a regional and emerging national reputation, service
 - **Tenure to Professor** – sustained excellence in two areas plus significant sustained scholarship and national & international reputation, service
- Same criteria apply to non-tenure tracks, but generally excellence is expected in only one area



Keep your eyes on the goal: Clinician Educator

THE AWARD OF **TENURE**:

ABMS Board certification in primary specialty or discipline, or equivalent for non-MD specialties, is required.

Documented excellence in two of the following areas:

❖ **Patient care:** Clinical skills, innovations, research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes. Recognition through formal awards. Documentation of performance metrics should be provided.

❖ **Education:** Continued excellence in training, teaching, and advising of undergraduate, medical or graduate students, residents, clinical or postdoctoral research fellows, or colleagues; as evidenced by teaching evaluations and recognition through formal awards, election to honorary educational societies, invited lectures and symposia, and participation in workshops, professional society programs, and/or Continuing Medical Education courses.

❖ **Research:** Excellence may be achieved as an independent investigator (1); and/or a team/collaborative scientist (2)

1. Independent and original investigation recognized by peers and sustained external funding as Principle investigator (PI) or Multi-Principal Investigator (MPI) with substantial effort and funding (for example, NIH, NSF, AHA, ACS or other national level grant, including the award of a project in a Program Project Grant).
2. Substantial and critical contributions in team or collaborative science projects recognized by peers (with substantial funded effort) on external grants. Development of intellectual property and participation or leadership in clinical trials is also recognized

Keep your *eyes on the goal*: Clinician Educator

THE AWARD OF TENURE (cont):

❖ **Scholarship:** Publications, preferably as first or corresponding author of original studies, clinical observations, case series or reviews in peer-reviewed journals; books or chapters; and teaching materials. Editorship of textbooks. Emerging national impact on a clinical field or an area of education, evidenced by dissemination of innovative and/or original work in the mission area.

❖ **Reputation:** Emerging national reputation as a clinician educator, supported by letters from external referees and as indicated by: invited lectureships, service on grant review panels, editorial boards of journals recognized in the faculty member's field, or national/international advising boards, service as board examiner, or leadership in professional society governing boards. Exemplary demonstration of the Uva Health System's ASPIRE values.

❖ **Service:** Contribution in service to the department, School of Medicine, Health System, University, and/or to professional boards and organizations.

Keep your *eyes on the goal*: Academic Investigator

THE AWARD OF **TENURE**:

Documented excellence in research *and* education:

❖ **Education**: Excellence in training, teaching, and advising of undergraduate, medical or graduate students, residents, clinical or postdoctoral research fellows or colleagues; as evidenced by teaching evaluations and recognition through formal awards, election to honorary societies, invited lectures and symposia, and participation in national level workshops, professional society programs and courses.

❖ **Research**: Excellence may be achieved as an independent investigator (1); and/or a team/collaborative scientist (2)

1. Independent and original investigation recognized by peers and sustained external funding as PI or MPI with substantial effort and funding (for example, the renewal or award of a second NIH, NSF, AHA, ACS or other national level grant, including the award of a project in a Program Project Grant).
2. Significant and critical contributions in team or collaborative science projects recognized by peers (with substantial funded effort) on external grants. Development of intellectual property is also recognized.

Keep your eyes on the goal: *Academic Investigator*

THE AWARD OF TENURE (cont):

Scholarship: Sustained publication, preferably as first or senior author of original substantive work in high-quality peer-reviewed journals. For team science, publications as middle author with documented significant contribution in collaborative projects are also recognized. Award of patents.

Reputation: Emerging national and international reputation for research contributions supported by letters from external referees, and as indicated by invited lectureships, service on grant review panels, editorial boards of journals recognized in the faculty member's field, or national/international advising boards, or leadership in professional society governing boards. Exemplary demonstration of the Uva Health System's ASPIRE values.

Service: Contribution in service to the department, School of Medicine, Health System, University, and/or to professional boards and organizations.

Questions?

What exactly does tenure confer?

- Appointments are “without term”
 - Associate Professor without term
 - An appointment to the faculty of indefinite duration
 - Sets salary minimum
- Once promoted to associate rank, the Academic General Faculty Member (non-tenure track) will continue to be reappointed for three-year terms unless:
 - The faculty member’s performance falls below the high standards required by the school
 - The school no longer needs the disciplinary expertise for which the faculty member was hired



Termination of University Employment

- Employment at the University may be terminated by
 - non renewal of a term election,
 - by resignation,
 - by retirement, or
 - by termination for financial stringency
 - or for adequate cause.
- Termination of a faculty member's employment before the end of a specified term or after a faculty member has been granted tenure is rare, but possible.

Questions?

Promotion is uncoupled from Tenure

Unlike most schools, promotion to Associate Professor is not linked to Tenure

- Both good and bad

Promotion to Associate Professor can be requested without or with Tenure (“with or without term”)

- Good

Denial can be appealed in another track

- Good

Have two required P&T actions within 4 years

- Bad but can be good

When can I be promoted?

P&T Timeline

- Tenure-eligible tracks
 - Assistant Professor – 6 years (maximum)
 - Associate Professor with term – 4 years (maximum)
 - Associate Professor without term – (time to promotion to full Professor is not mandated)
 - Professor
- Non-tenure-eligible tracks
 - Must be in rank for minimum of 6 years before you can be promoted
 - No maximum time

The Timing of Promotion and Tenure:

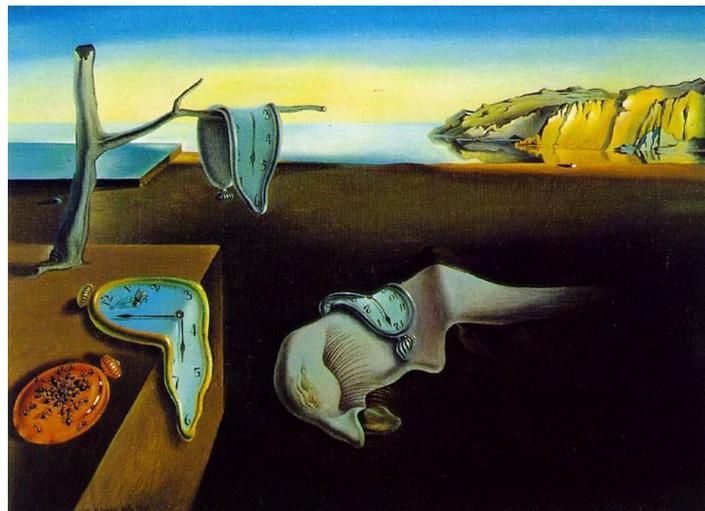
How long can I be an Assistant Professor on the tenure-eligible track?

- 1st promotion is usually **Assistant Professor with term** to **Associate Professor with term**
 - Must be promoted by end of the 6th year on UVA faculty
 - You can apply early
- Promotions process starts 15 months before promotion
 - Spring of 5th year for **Assistant to Associate**
- If you and your Chair (Division Chief) feel you meet the criteria for both promotion and tenure, you may request both at the same time (**the “double jump” is rarely done**)
- Early and double jump promotions – excellence/scholarship must be **“sustained”**.
 - The committee can only vote for approval or denial of both (if appeal is necessary, it can be changed to promotion without tenure)

The Timing of Promotion and Tenure

When do I have to get tenured?

- Tenure eligibility continues for 4 years (maximum) after promotion to Associate Professor with term
- A faculty member hired as an Associate Professor has 4 years of tenure eligibility



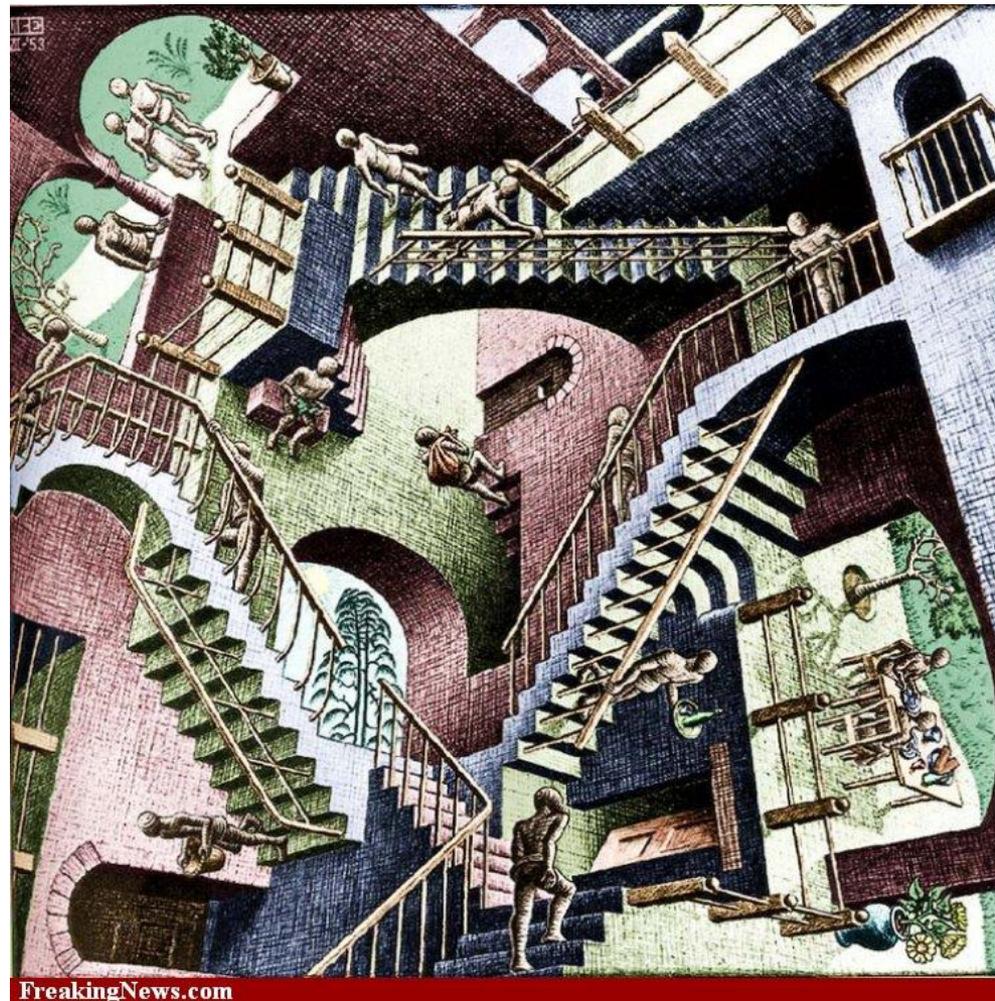
Questions?

Time “off-the-clock”

- Must be requested BY YOU with support from the chair
- Granted in one-year increments
- Granted for various reasons, such as:
 - change in professional responsibilities
 - personal illness
 - childbirth, child care
 - illness of a child, parent, spouse
- Should be requested *when needed*, not after the absence from duties has occurred
- Should not be requested after faculty member is nominated for promotion or tenure

Questions?

The Journey through P&T



The Journey: *When things happen*

- Spring – those who must achieve promotion to Associate Professor, or be awarded tenure OR who are eligible to be promoted by July 1 of the following year are identified. Annual performance review solidifies plan to application.
 - Candidates and department prepare the P&T CV, personal statement, and generate list of potential references for letter requests.
 - **Early June** – Department Administrators submit P&T CV, personal statement, and list of potential references to Dean's office.
- Sept – Department Committee review entire portfolio and vote.
- **Oct 1** – Chairs nominate candidates and portfolios submitted to the Dean's Office.
[Candidates can appeal Chair's decision to Dean's office]

The Journey: *When things happen (cont.)*

- Oct–Dec – SOM P&T Committee reviews portfolios.
- (Dec 11) – only *the chairs* of candidates not recommended for promotion/tenure are notified.
[Depts have 1 month to appeal SOM Committee recommendation (“must provide new information”)]
- End of Jan – Dean’s office notifies outcome of appeals.
- Feb 1 – Dean forwards nominations to the Provost.
[Candidates have 1 month to appeal Dean’s decision to Provost (“process or substantive grounds”)]
- Feb–May – Provost P&T Committee reviews.
- June – **Final approval by the President and the BOV.**
- July 1– Promotion or tenure is awarded.

The Journey – who's involved

- Department P&T committee
 - Rank and tenure status should be appropriate to those seeking advancement
- School of Medicine P&T Committee review
 - 15 tenured and 3 non-tenure track Professors.
 - Review all completed portfolios
 - Members with COI are absent during discussion and abstain from vote.
- Dean, School of Medicine, receives recommendation of SOM committee and sends his recommendations forward
- Provost and Provost Committee (representatives from each school or college)
- President and Board of Visitors

Questions?

Portfolio Structure

- Nomination
 - Promotion Request Form from the Dept., Chair's letter
 - + Division Chief, Chair of 2^o appointment, or Center Director)
 - Letter from Dept. Committee including their vote
 - Appointment letter (original or updated)
- *Curriculum vitae*
- Personal statement
- Documentation of excellence in clinic and/or research
- Teaching Portfolio (30 page limit)
- Documentation of scholarship
 - 3 publications (pdfs)
 - Books, videos, software (materials not available on-line)

Portfolio Structure –

Letters of Recommendation

- Candidate and Chair make list of up to 20 potential referees
- At least 7 must be “independent external” (recommend more)
 - Cannot be former advisor/mentor, institutional colleague, or collaborator
 - *Dean’s office must receive at least 3 for committee consideration*
- Rest are combination of internal and external
- Waiver to view letters
 - You will not know who sends and does not send letters
- *You may ask if they are willing to write a letter, but only before you enter the promotion cycle*

Questions asked of each referee:

Have you had any prior work or collaborative history with the candidate?

If you have had a prior work or collaborative history with the candidate, please describe it briefly.

Do you feel the candidate would be awarded advancement on an equivalent rank/track at your own institution?

Nomination - from your Chair

- Make sure your reappointment letters from your Chair reflect your actual job requirements and activities
- If your letter is out of date and not accurate, ask your Chair for a new one

Curriculum vitae

- Content not context
 - Review P&T website for formatting of promotion materials - <https://faculty.med.virginia.edu/facultyaffairs/advancement/pandt/pt-resources/>
 - Keep simultaneous “P&T version” of CV, *not a “normal” CV (format on the P&T webpage)*
 - P&T committee needs to see what you do, not what you are known for
 - Keep track of everything
 - Keep CV **updated** regularly

Documentation of Excellence

- Portfolios for Education, Clinical, and/or Research
 - Education Portfolio
 - Format for Teaching Portfolio – <https://faculty.med.virginia.edu/facultyaffairs/wp-content/blogs.dir/105/files/2015/05/Teaching-portfolio-19April-2013.pdf?r=1>
 - All forms of teaching - Didactic, Clinical, and Research
 - Clinical Portfolio
 - Productivity and Outcomes
 - Document the impact of your clinical contributions: *Clinical skills, innovations, research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.*
 - Research Portfolio
 - Research statement
 - Accomplishments and future directions
 - Your distinctive contributions to team or collaborative research

Questions?

ASPIRE Values

- Accountability
 - Stewardship
 - Professionalism
 - Integrity
 - Respect
 - Excellence.
- Requirement for all promotions is “exemplary demonstration of the UVA Health System’s ASPIRE values.
 - Chair must attest in the letter of nomination.
 - Should be discussed at every annual review and a performance improvement plan put in place if needed

Questions?

Evaluating publications

- Peer review
- More weight is given to first- and senior- (corresponding) author papers
 - If you are not the first or senior author, describe your role and contributions
- Must demonstrate your independent contributions
- Quality is as important as quantity
- Special attention is paid to the papers published at UVa and since the last promotion (helpful to indicate pubs since last promotion action)
- The quality of journals is considered, but the research is evaluated by the committees

Evaluating publications (cont)

- Citations to the candidate's papers tell us the impact the candidate's publications have on his/her field. We know that publications in some fields garner more citations than others.
 - Consider reporting the number of journal site hits or downloads, if the information is available (Altmetrics)
- Un-refereed publications (chapters, invited articles) are considered but are given less weight (track dependent)
- Be careful of the journals/publications (publishers) in which you publish or join the editorial boards. They should be known to your field.

Scholarship (for the clinician)

- Write review papers
- Invited reviews and book chapters
- Keep track of clinical projects, including those funded by drug company studies on which you are a co-PI
 - Include patient accrual
- There is no specification of # of papers or grant \$ required for promotion or tenure [there is a requirement for continued funding at a national (NIH or equivalent) level for some]

Questions?

Reputation

- Get involved with specialty and subspecialty societies
- Make yourself known to people outside the institution



Indicators of Regional/ National/ International Reputation

- Service on a study section or grant review panel of a regional or national agency
- Membership on editorial boards of major journals
- Editorships of journals in your field
- Officer, chair, or member of a committee of regional or national professional or scientific society
- Service as a board examiner
- Invited reviews and articles
- Invited talks at regional/ national/ international symposia and at other institutions; visiting professorships

Requirement for service.

- Contribution in service to the department, School of Medicine, Health System, University, and/or to professional boards and organizations.

Before you submit your portfolio, you are encouraged to consult P&T Committee members

We want you to understand the P&T guidelines, know the criteria for P&T for your particular track, and learn how to construct your best possible portfolio.

Current P&T Committee Members

Jeff Smith, Chair, Biochem Mol Genetics

William Brady, Vice Chair, Em. Medicine

Rasheed Balogun, DOM

Christopher Gaskin, Radiology

Julia Iezzoni, Pathology

Kim Kelly, BME

Bradley Kesser, Otolaryngology

Carol Manning, Neurology

Rachel Moon, Pediatrics

Bettina Winckler, Cell Biology

Thomas Cropley, Dermatology

Maryellen Gusic, MedEd

Wendy Novicoff, PHS

Questions?

Other Able Consultants

Veterans of the SOM P&T Committee

Stuart Berr, Radiology
Ken Brayman, Surgery
John Bushweller, Physiology
Jim Casanova, Cell Biology
Zygmunt Derewenda, Physiology
Linda Duska, Ob/Gyn
Brent French, BME
Adam Goldfarb, Pathology
Lou Hammarskjold, Microbiology
Jennifer Harvey, Radiology
Fern Hauck, Fam Med
Norbert Leitinger, Pharmacology
Paul Matherne, Pediatrics
Edward Nemergut, Anesthesiology
Vicky Norwood, Pediatrics
Mark Okusa, Medicine
Kim Penberthy, Psych & NBS
Joann Pinkerton, OB/GYN
BJ Purow, Neurology
Frank Shen, Orthopaedic Surgery
Lois Shepherd, PHS
Elizabeth Warren, Psych & NBS
Zhiyi Zuo, Anesthesiology

Susan Pollart, Senior Associate Dean
Bob Nakamoto, P&T Coordinator
Susan Weiss, Faculty Advancement
Administrator

Remember

- Check out the website for instructions, portfolio contents and document formatting
- Go to presentations offered by the Dean's office
 - *“Polishing the Portfolio” via Zoom*
 - focus on Clinical and Education
 - Tuesday, May 12, 7:00 am
 - Wednesday, May 20, 4:00 pm
 - focus on Research and Education
 - Wednesday, May 13, 4:00 pm
 - Thursday, May 21, 11:00 am
 - *“Preparing the CV for P&T”*
 - [October]

Summary

- It's not as intimidating as you may think
- If your Chair and Dept do a good job, there should be a 100% “pass rate”
- Keep track of all activities in real time
- READ and BELIEVE the website
- The P&T criteria appear to be vague, but this allows flexibility in covering the wide range of activities we do as a faculty. Don't be vague is telling the committee what you do.
- Keep and maintain both a standard and a P&T CV
- Your portfolio should create your narrative, i.e., tell the committee your story. Don't assume they can interpret everything in your portfolio.

Summary (Cont'd)

- Think about inside and outside letters
- P&T Committee members in your department or with whom you work will recuse themselves and will not be present in the room for discussion. Don't be afraid to ask their advice and help.
- The Committee members are supportive; feel free to contact any of us.