

# Promotion in Academics: Mounting Jacob's Ladder Without Being Wrung

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# Promotion: goals of fellowship

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- Firm foundation for future success

## Develop:

- Excellent clinical knowledge base
- Excellent communication skills
- Demonstrate ability to complete tasks

# Clinical goals of fellowship

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- Read regularly
- Become facile with procedures
- Express your opinion
- Ask questions
- Become an expert/consultant

# Pedagogic goals of fellowship

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- Hone and teach physical exam skills
- Develop repertoire of teaching materials
- Hone public speaking skills
  - Journal clubs
  - Small groups
  - Formal lectures

# Scholarly goals

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- Define scholarly success
  - Goals of fellowship & early faculty years
    - 1st year: an abstract + 1 review
    - 2nd year: 1-2 papers + 1 abstract
    - 3<sup>rd</sup> year & beyond: 1-2 articles annually
- Clinician-teacher vs. physician-scientist
- Learn the local standards

# Faculty Tracks

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- Regular Faculty
  - Clinician-teacher
  - Physician-scientist
- Clinical Faculty
- Research Faculty

# Clinician-Teacher Pathway

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## “Predominantly” clinician & teacher

- Outstanding clinical skills
  - Peer evaluations
  - Clinical benchmarks? 360° evaluations?
- Scholarship: broad definition
  - 1-2 per year
- Leadership, citizenship
- Administration = leadership

# Physician-Scientist Pathway

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## Predominantly researcher & scholar

- Outstanding research accomplishments
  - 2-3 publications/year
  - First and last-authored publications
  - Original, peer-reviewed research articles
  - Impact factor of journal
  - Grants
- Mentorship
- Clinical skills, leadership, citizenship

# Acting Faculty

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- Annually renewable appointment
- $\leq 4$  yrs as Acting Instructor
- $\leq 4$  yrs as Acting Assistant Prof
- $\leq 6$  yrs Acting Instructor & Asst Prof combined
- No independent lab space
- PI on grant proposals by permission

## Advantages

- Promotion clock does not start
- “Buy time” for faculty with tenuous salary

# Acting Instructor

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- Board eligible/certified in specialty
- Shows academic potential
- Some scholarly achievement
- Professionalism

# Appointment to Acting Faculty

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- Division Head submits request to Chair
  - Rank
  - Salary
  - Grants
  - Scholarship to date
  - Lab/work space
- No search process
- Begin appointment process
  - Division vote
  - Chair approval
  - Medical staff appointment
- 2-3 months

# Asst Professor: qualifications

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- Requires a national search
- Requires  $\geq 3$  years “solid” salary support
- Strong clinical, teaching, scholarly record
- Professionalism
- Usually minimum of 5 scholarly works
  - Quantity and quality matter
  - Different criteria for C-T & P-S paths

# Appointment to Asst Professor

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- Division Head submits request to Chair
  - Job description
  - Salary: requires source for 3 years minimum
  - Lab/work space
  - Scholarship to date
- National search
  - Search committee appointed by Chair
  - Advertisement
  - Interviews
  - Recommendation to Chair
  - 6-12 month process

# Asst Professor: Offer Letter

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- Offer letter from division head, chief of service and chair
- NEGOTIATION
- Acceptance letter
- Appointment process begins
  - Vote by A & P committee
  - Vote by DoM faculty
  - Medical Staff appointment
- 3-6 months (12-18 months total)

# Case Study #1

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Dr. Brad E Kardia is in his 3rd year of cardiology fellowship and is interested in pursuing academics as a clinician-teacher.

CV: 3 publications; 1 first-authored; 5 abstracts

Excellent teaching evaluations

Excellent clinician

Good citizen

What faculty rank would he be eligible for?

What advice would you give Dr. Kardia to improve his chances for promotion?

# Case Study #2

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Dr. Al Veoli is in his 4<sup>th</sup> year of pulmonary fellowship and is interested in pursuing academics as a physician-scientist.

CV: 8 publications; 4 first-authored; 1 in JAMA (1<sup>st</sup> author)

Excellent teaching evaluations

Excellent clinician -- expertise in lung transplant

Good citizen

What faculty rank would he be eligible for?

What advice would you give to Dr. Veoli?

# Case Study #3

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Dr. Polly Rumatica is in her 2nd year of rheumatology fellowship and is interested in pursuing academics as a clinician-teacher.

CV: no publications; 1 abstract (research)

Excellent teaching evaluations

Excellent clinician

Good citizen

What advice would you give Dr. Rumatica to improve her chances for promotion?

# Case Study #4

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Dr. Din Ghee is in her 2nd year of ID fellowship and is interested in pursuing academics as a physician-scientist.

CV: 11 publications; 4 first (1 JCI) -- all from PhD  
As a fellow: 1 abstract (research)

Do her publications as a PhD count for promotion?

What advice would you give Dr. Ghee to improve her chances for promotion?

# Case Study #5

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Dr. Earl E. Werk is in his 3rd year as Assistant Professor as a clinician-teacher. He spent 3 years as an acting instructor after completing a 4-year fellowship.

CV: 12 publications; none in the last 2 years

When would he be eligible for promotion to Associate Professor?

Why does he care?

What advice would you give Dr. Werk to improve his chances for promotion?

# Case Study #6

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Dr. Minnie Talence is in her 3rd year as Assistant Professor as a physician-scientist. She spent 3 years as an acting instructor after completing a 4-year fellowship.

CV: 12 publications; 5 original research (2 1<sup>st</sup>-authored), 3 review articles, 3 chapters, 1 website contribution

Funding: VA salary

When would she be eligible for promotion to Associate Professor?

What advice would you give to Dr. Talence?

# “The Clash”: Should I stay or should I go?

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- Moving to another institution

## Benefits:

1. Might accelerate promotion to next rank
2. Negotiation
  - Salary & other funding
  - Space
  - Personnel

## Detriments

1. Transition time
2. Emotional investment

# Case Study #7

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Dr. Noah Bell has completed a 4-year fellowship in Endocrinology, and he is interested in a career as a physician scientist at UW. He has been offered an acting instructor at UW. An outside institution has contacted him about a position as an assistant professor.

CV: 10 publications; 4 first (1 Nature)

Funding: K08 (1<sup>st</sup> of 5 years)

What should Dr. Bell do?

# Associate Professor: Promotion

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Regional reputation for excellence

## C-T pathway

- Regional reputation for clinical, teaching and/or leadership
- Scholarship
  - ~ 1-2 scholarly works/year

## P-S pathway

- Grants (R01 or equivalent)
- Scholarship
  - ~2-3 publications/year
  - Several 1<sup>st</sup> (or last) authored

# Full Professor: Promotion

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National reputation for excellence

## C-T pathway

- National reputation for clinical, teaching and/or leadership
- Scholarship

## P-S pathway

- Scientific independence
- Grants
- National reputation as scientist, scientific leader

# Value of CV

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- This is your most important document!
- Maintain a complete CV & augmented CV
- Follow UW format
- Ask an “expert” to review your CV

# Conclusions

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- Promotion is track-specific, but...
  - Scholarship is always valued
  - “Niche” is useful
  - Citizenship matters, but...
  - Leadership helps, but...
- Annual review (fellow and faculty)
  - Ask for specifics re progress toward promotion
- Negotiate
  - Consider extramural opportunities
- Fellowship & early faculty years IMPORTANT