PROMOTIONS CRITERIA AND PROCESS
DEPT. OF PEDIATRICS FACULTY DEVELOPMENT
CURRICULUM SERIES

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This presentation covers...

1. Criteria for promotion
   - Tenure track
   - Fixed term track

2. Promotions processes

Link to the Dept. of Pediatrics Promotions Guidelines document
http://pediatrics.med.unc.edu/about/faculty-development/promotions-and-tenure-1
A short history of tenure
http://en.wikipedia.org/wiki/Tenure

• 19\textsuperscript{th} century: Concept of formalized tenure for university faculty (based on conflicts between faculty and boards of trustees)

• 1915: American Association of University Professors (AAUP) recommended committees of other faculty (vs. donors) judge members of faculty; formal written rules for tenure and grounds for dismissal

• 1945: severe faculty shortages; tenure as a recruitment tool

• 1950’s, 1960’s: Legal challenges to individual faculty tenure based on political considerations (McCarthy era, Vietnam era)

• Overall decline in percent tenure/tenure track faculty since 1970’s: 56% (1975) $\rightarrow$ 47% (1989) $\rightarrow$ 32% (2005)
Defined areas of excellence – UNC SOM

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<th>Tenure Track</th>
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Criteria for promotion

These apply to everyone!

• Unequivocal evidence of excellence in area of focus
• Positive contribution to the teaching mission
• Exemplary patient care (for clinical faculty)
• Professional service - examples:
  – Peer review and curriculum committees
  – Department, School of Medicine, Health Care System, and/or University committees
  – Contributions to operation, development, and improvement of the Department and/or School of Medicine
  – Providing service to the professional or lay community through education, consultation or other roles
  – Membership and active participation in leading national scientific societies of the candidate’s field
Criteria for promotion

*Tenure track: Research focus*

**To Associate Professor**

- Letters of reference (external) as excellent researcher
- Publications [*DOP: 2+/year as first or senior author*]
- Grants (PI on at least one active investigator-initiated federal grant (e.g. R01) “or equivalent”)
- Evidence for *national* reputation
- Evidence for continued productivity and asset to institution in future

**To Professor:** *same as above, plus…*

- Sustained/progressive grant funding and publications
- Evidence for *international* reputation
Criteria for promotion

*Tenure track: Clinical scholarship focus*

**To Associate Professor:**

- Letters of reference (external) as excellent clinician
- Publications [*DOP: 2+/year as first or senior author, incl. chapters/reviews*]
- Evidence for “emerging” national reputation
- Evidence for continued productivity and asset to institution in future

**To Professor:** *same as above but with...*

- Evidence for *national* reputation
Criteria for promotion

Tenure track: Education focus

**To Associate Professor:**

- Letters of reference (external) as excellent educator
- Publications, grants or other educational scholarly products
- Teaching Portfolio
- Evidence for “emerging” national reputation
- Evidence for continued productivity and asset to institution in future

**To Professor:** *same as above but with...*

- Evidence for *national* reputation as educational scholar
Criteria for promotion

*Fixed term: Clinical activity focus*

To Associate Professor:

- Documentation of substantial clinical activity and productivity.
- Evidence of excellence in outcomes of clinical activity, including peer review of clinical skills.
- Excellent local reputation as a clinician documented in letters of reference external to the department.
- A record of one or more of the following:
  a. Innovation in clinical activity
  b. Scholarship/publication related to clinical activity [DOP: 1+/year]
  c. Excellent teaching of clinical activity
  d. Funding for support of clinical programs
  e. Leadership in development of clinical programs
  f. Invited presentations at local or regional meetings
Criteria for promotion

Fixed term: Clinical activity focus

To Professor: same as to Associate but with...

- Sustained record of excellence in outcomes of clinical activity
- excellent regional or truly exceptional local reputation as a clinician documented in letters of reference external to the department
- “One or more...”
  
  e. Major leadership role in development of clinical programs
  
  f. Invited presentations at regional or national meetings

[DOP: Some publication expected for promotion to Professor]
Criteria for promotion
Fixed term: Research focus

To Associate Professor:

• Documentation of substantial research activity and productivity.

• Excellent local reputation as a researcher documented in letters of reference external to the department.

• A record of one or more of the following:
  a. Scholarship/publications related to primary research area [DOP: 1+/yr]
  b. Successful operation of a core/service facility
  c. External funding for research program
  d. Key role in facilitating research of a department or center
  e. Invited presentations at local or regional research meetings

To Professor: same as Associate but with...

• Sustained record of “one or more... (a-e)”; e. invited presentations at regional or national research meetings
Criteria for promotion

Fixed term: Teaching focus

To Associate Professor:

• Documentation of substantial teaching activity and productivity.

• Evidence of superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners (scores, awards, projects, publications). This evidence should be included in the Teaching Portfolio.

• Excellent local reputation as an educator documented in letters of reference external to the department.

• A record of one or more of the following:
  a. Innovation in education
  b. Scholarship/publication re: teaching [DOP: 1+/year]
  c. External grant support
  d. Leadership role in the development of teaching programs
  e. Invited presentations at local or regional meetings
Criteria for promotion

*Fixed term: Teaching focus*

**To Professor:** *same as Associate but with...*

- **Sustained** record of excellence in outcomes of teaching activity
- Excellent **regional or truly exceptional local reputation** as an educator documented in letters of reference external to the department
- “One or more...”
  - e. **Major** leadership role in development of educational programs
  - f. Invited presentations at **regional or national** meetings

[DOP: *Some publication expected for promotion to Professor*]
Questions about promotions criteria?
DOP Promotions review timelines

**Timeline for reappointments and reviews for promotion** in Dept. of Pediatrics. DC = division chief review and letter, PAC = promotions advisory committee, FP = full professors vote, SOM = review by SOM APT committee and Dean’s Advisory Council, UNC = review by Provost, HSAC, Chancellor, Board of Governors. * No fixed appointments after tenure.
Levels of review for promotion

Division

Division Chief letter

Department of Pediatrics\(^1\)
Promotions Advisory Committee
External referees
Full Professors

School of Medicine\(^2\)
Rank- and track-specific APT committee
Dean’s Advisory Council

University*
Office of Provost APT committee
Board of Governors

\(^1\) policy revised Dec. 2012
\(^2\) policy revised Feb. 2012
* Tenure track only
The Dept. of Pediatrics review process

1. The Vice Chair and Administrative Assistant for faculty development will monitor appointment and review timelines, and notify Division Chiefs of faculty who are due for review.

2. The Division Chief recommends whether promotion or reappointment is sought in a letter to the Vice Chair, submitted with the faculty member’s up to date c.v.

3. **Promotions Advisory Committee (PAC)**: a group of Full Professors (both tenured and fixed term) selected by Chair. Quarterly meetings led by VCFD to review promotions packages and advise Chair whether to move packages forward.

4. Based on PAC discussion, Chair may recommend continuation at same rank, request additional information, or move the process to the next step (request for external letters); recommended action communicated back to the Faculty member and Division Chief.

5. External letters requested/received/reviewed by VCFD and Chair

6. Vote by Dept. of Pediatrics Full Professors for promotion
### Why does it take so long?

**Fixed term**

1. Prepare and format c.v.
2. Division Chief letter
3. Dept. Promotions Advisory Committee (quarterly)
4. Request letters of reference
5. Receive letters of reference
6. Dept. Full Professors vote (monthly)
7. Chair’s Letter and package assembled by DOP and sent to Dean’s office
8. SOM fixed term APT committee (q 2 months)
9. Dean’s Advisory Council (monthly)

**Tenure track**

1. Prepare and format c.v.
2. Division Chief letter
3. Dept. Promotions Advisory Committee (quarterly)
4. Request letters of reference
5. Receive letters of reference
6. Dept. Full Professors vote (monthly)
7. Chair’s Letter and package assembled by DOP and sent to Dean’s office
8. SOM tenure track APT committee (monthly)
9. Dean’s Advisory Council (monthly)
10. Provost APT committee (monthly)
11. Board of Governors
What can you do?

• Pro-actively discuss progress toward promotion with your Mentoring Committee and Division Chief
• Keep your c.v. up to date and formatted properly
• Teaching evaluations – do you have them?
• Respond promptly when asked to provide information or documentation
Questions about promotions processes?
Your Faculty Development Support Team

Dept. of Pediatrics

• Your Mentoring Committee
• Your Division Chief
• Dept. of Pediatrics Administration
  Wesley Burks, Terry Noah, Katie Eimers, Pam Fogleman, Anna Martin
• Dept. of Pediatrics Faculty Development Committee
  Mike Kappelman, Margaret Leigh, Eliana Perrin, Wayne Price, Anna Spagnoli,
  Sue Tolleson-Rinehart, Ilona Jaspers, Katie Eimers

School of Medicine

Paul Godley (Executive Associate Dean for Faculty Affairs and Faculty Development)