

Promotion on the Fixed-term in the UNC SOM

**Department of Anesthesiology
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**Donna Evon, PhD
Associate Professor
Department of Medicine
Division of Gastroenterology & Hepatology**

Outline

- **FTF Promotion Committee**
- **Process and Timeline**
- **Positions and Tracks**
- **Promotion Criteria for five tracks /AOE**
- **The *Dossier* (your promotion packet)**
- **Common Problems with the CV and *Dossier***
- **Factors key to a successful CV and *Dossier***
- **Resources**

Sequence of Committee Review Fixed Term Track

Department Review

Talk to your Chair or
Chief about Dept
expectations



SOM Fixed Term Committee



SOM Dean's Advisory Committee

FTF Promotion Committee

12 elected members across SOM; 3-year terms

8 MDs; 4 PhDs

- Medicine (GI) -1 PhD
- Medicine (Geriatrics) -1 MD
- Medicine (Infectious Disease) -1 MD
- Medicine (Pulmonary) -1 PhD
- Orthopedics-1 MD
- Pediatrics-2 MDs
- Social Medicine -1 PhD
- Cell Biology & Physiology-1 PhD
- Allied Health -1 MD
- Anesthesiology-1 MD (**Mia Kang**)
- Emergency Medicine-1 MD

FTF Promotion Committee

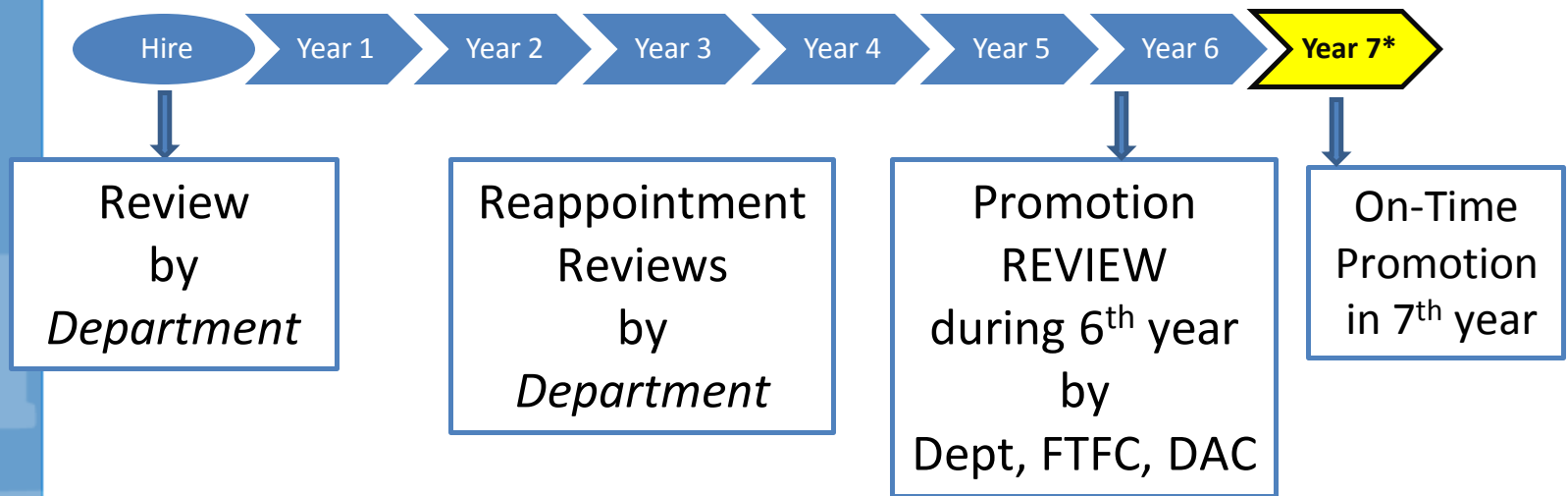
- Meet monthly
- Review 3-8 packets

- 2017 (49 dossiers)
- 2018 (63 dossiers)

- » **77% (n=86) Clinical Activity**
- » 11% (n=12) Research
- » 9% (n=10) Teaching
- » 4% (n=4) Administration
- » <1% (n=1) Community Professional Service

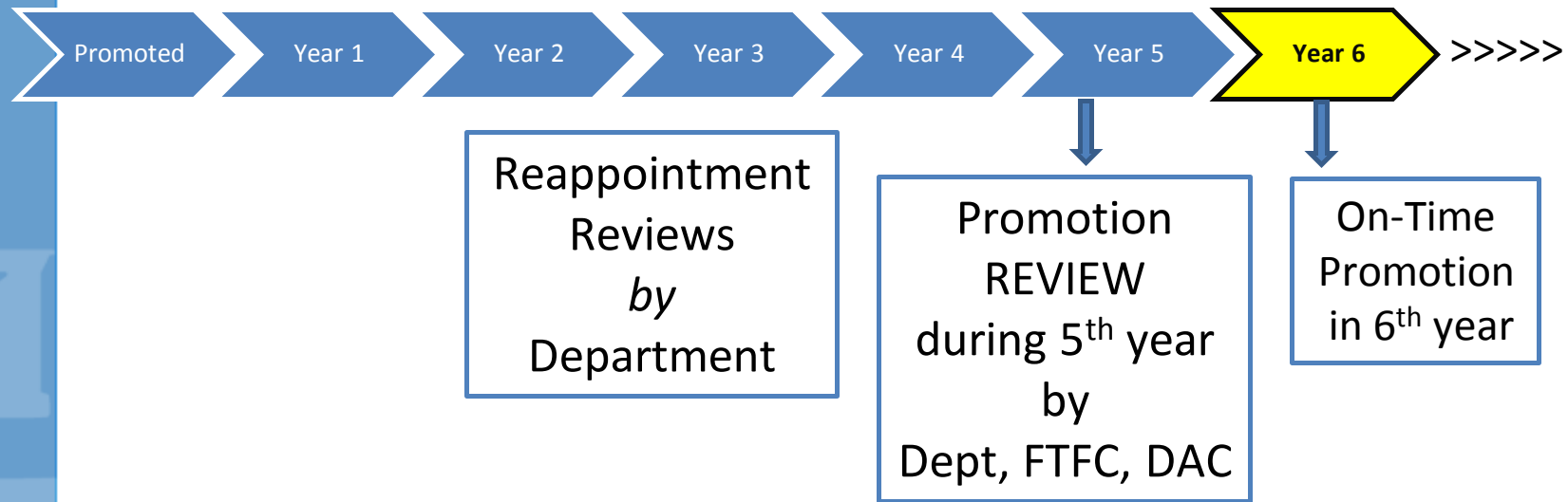
The Process and Timelines

Fixed Term Track: The Road from Assistant Professor to Associate Professor



- Submit CV and documents to Division/Department **during** your 6th year
- Timeline between submission to Div/Dept and actual promotion ~ **6-9 months**
- 'Early promotions' for 'exceptional' packets are expedited (~6-12 mos) and typically reviewed late in 5th or early in 6th year; promotion occurs within 6th year

Fixed Term Track: Associate Professor to Professor



- Submit CV and documents to Division/Department **during** your 5th year
- Timeline is variable, ~ **6-9 months to promotion**
- 'Early promotions' for 'exceptional' packets are expedited (~6-12 mos) and typically reviewed late in 4th or early in 5th year; promotion may occur within 5th year

The Process Takes Time

You and your CV/documents



Department Review

Department Full
Faculty Vote



SOM Fixed Term Committee



SOM Dean's Advisory Committee

- Time to pull all your information together
- Move through three committees
- Highly variable process times

Tracks and Positions

Positions and Tracks

TRACKS	FIXED TERM
Ranks	Instructor* Clinical/ Research Assistant Professor Clinical/ Research Associate Professor Clinical/ Research Professor
Tracks / Areas of Excellence (AOE)	<ol style="list-style-type: none">1. Clinical Activity2. Research3. Teaching4. Administration5. Community Professional Service

Criteria for Promotion on Fixed Term Track

Guidelines for Appointment, Reappointment and Promotion of Faculty

School of Medicine University of North Carolina at Chapel Hill

Pages 16-25

<https://www.med.unc.edu/hr/files/2017/09/unc-som-apt-guidelines-2014.pdf>

Revised January 2014

Minimal Expectations

- Positive contribution to the teaching mission of SOM
- Evidence of both excellence and productivity in AOE
- Good citizens through service to Dept, SOM, hospital
- Professionalism
- Meet expectations of home department made explicit at initial appointment
 - » Service time
 - » Publications
 - » Teaching efforts

No SOM mandate of 'national reputation' or unequivocal evidence of scholarly productivity, however, Depts can establish more stringent criteria

Criteria for Promotion on Five Tracks

Clinical Activity

Research

Teaching

Administration

Community Professional Service

AOE-Clinical Activity

Clinical Assistant 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**:
 - » Innovation in clinical activity (*bring a novel technique?*)
 - » Scholarship related to clinical expertise (*publish?*)
 - » Excellent teaching of clinical activity (*awards?*)
 - » Funding for support of clinical programs (*funding?*)
 - » Leadership in development of clinical programs
 - » Invited presentations at **local or regional** meetings

AOE- Clinical Activity

Clinical Associate Professor to Clinical Professor

- Documentation of **substantial clinical activity** and productivity
- Evidence of **sustained excellence** in outcomes of clinical activity, including peer review of clinical skills
- Excellent **regional** or **truly exceptional local** reputation as a clinician documented in letters of reference *external* to the department
- A record of **one or more**:
 - » Innovation in clinical activity
 - » Scholarship related to primary clinical area
 - » Excellent teaching of clinical activity
 - » Funding for support of clinical programs
 - » Major leadership in development of clinical programs
 - » Invited presentations at **regional or national** meetings

AOE- Teaching/Education

Clinical Assistant to Clinical Associate Professor

- Documentation of **substantial** teaching activity and productivity
- Evidence of **superior effectiveness** as a teacher **judged by learners and peers** **and/or** evidence of achievements of learners (scores, awards, projects, publications). [*Evidence needs to 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:
 - » Innovation in education (*develop new teaching technique?*)
 - » Scholarship of teaching (*publish research on best medical school curriculum practices?*)
 - » External grant support
 - » Leadership role in development of teaching programs
 - » Invited presentations at **local or regional** meetings

AOE-Teaching/Education

Clinical Associate to Clinical Professor

- Documentation of **substantial** teaching activity & 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).

[Evidence provided in Teaching Portfolio]

- Excellent **regional or truly exceptional local** reputation as an educator documented in letters of reference external to the department.
- A record of **one or more**:
 - » Innovation in education
 - » Major leadership role in the development of teaching programs
 - » Invited presentations at **regional or national** meetings
 - » Scholarship of teaching
 - » External grant support

AOE - Research

Research Assistant to Research 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**:
 - » Scholarship related to primary research area
 - » External funding for research program
 - » Invited presentations at **local or regional** research meetings
 - » Successful operation of a Core/Service facility
 - » A key role in facilitating research activity of a Department or a Center

AOE - Research

Research Associate to Research Professor

- Documentation of **substantial** research activity and productivity
- Excellent **regional or truly exceptional local reputation** as a researcher documented in letters of reference *external* to the department
- A **sustained** record of **one or more**:
 - » Scholarship related to primary research area
 - » External funding in support of a research program
 - » Successful operation of a Core/Service facility
 - » A major leadership role in facilitating research activity of a Department or a Center
 - » Invited presentations at **regional or national** research meetings

AOE - Administration

Clinical Assistant to Clinical Associate Professor

- Documentation of **substantial** administrative activity and productivity
- Excellent **local reputation** as an administrator documented in *external* letters
- A record of **one or more**:
 - » Novel and /or innovative program development
 - » Scholarly contributions to the administrative discipline
 - » Leadership role in a Department or Center
 - » Invited presentation at **local or regional** research meetings

AOE - Administration

Associate Professor to Clinical Professor

- Documentation of **substantial** administrative activity and productivity
- Excellent **regional or truly exceptional local reputation** as an administrator documented in *external* letters
- A record of **one or more**:
 - » Novel and /or innovative program development and implementation
 - » Scholarship related to primary administrative area
 - » Major leadership role in a Department or Center
 - » Invited presentations at **regional or national meetings**

AOE - Community Professional Service

Assistant Professor to Associate Professor

- Documentation of **significant** interaction and positive engagement with communities *outside the traditional scholarly community*
- Documentation of community service that makes a substantial contribution to the health of the community **over and above** what most faculty do professionally
- External letters documenting excellent **local reputation** of community professional service
- A sustained record of **one or more**:
 - » Evidence of novel and/or innovative service program development and implementation
 - » Acquisition of external funding in support of service programs
 - » Scholarship related to community professional service
 - » Invited presentations at **local or regional** research meetings

AOE - Community Professional Service

Associate Professor to Professor

- Documentation of **significant interaction** and positive engagement with communities outside the traditional scholarly community
- Documentation of community service that makes a **substantial** contribution to the health of the community **over and above** what most faculty do professionally
- External letters documenting excellent **regional reputation** or truly exceptional reputation for community service
- A sustained record of **one or more**:
 - Evidence of novel and/or innovative service program development and implementation
 - Acquisition of external funding in support of service programs
 - Scholarship related to community professional service
 - Invited presentations at **regional or national** research meetings

How are achievements evaluated ?

- **Your CV**
 - » Supporting evidence, what's listed?
 - » What do you discuss in your statements?
- **Your *Dossier*- Complete Promotion Packet (35-65 pages long)**
 - » Chair's Letter
 - » Multiple letters of support
 - » Peer /Teaching Evals

The Promotion Packet

The Fixed-Term Faculty Packet (35-65 pages)

- CV (in **UNC format!**)
 - » Research and Teaching Statements
- Chair's letter
- 2+ letters of support from reviewers **outside** your Department
- 2+ internal UNC letters of support and evaluation
- Peer letter of evaluation / assessment
- Teaching summary
- Student evaluations/ratings
- Teaching Portfolio (**only for AOE = Teaching**)

CV Sections

- Personal Information
- Education
- Professional Experience – Employment History
- Honors/Awards
- Bibliography and products of scholarship
- Teaching activities
- Grants
- Professional service
- Research Statement
- Teaching Statement
- Service and Engagement Statement (if applicable)

Common Problems with the CV

- Sloppy, lack of attention to detail, errors
- Disregard for subheadings, mixed formats
- Lack of sufficient documentation, too lean
- Research and teaching statements- too brief, lacks detail
- Incomplete information about presentations: title, date, meeting, location, audience
- Unclear role in teaching
- Overstating awards and honors
- Gaps in documentation of academic activities for promotion to Full Professor

Your dossier will remain on permanent record at UNC; use it as an opportunity to shine. Don't be arrogant, but don't be dismissive or casual about the promotion process.

Tips to Improve your CV

Tip #1: KEEP IT UP TO DATE ON A MONTHLY BASIS

Tip #2: Must be in current UNC format with correct subheadings

Tip #3: Bibliography & Teaching sections often not accurate

- Group your work under the standardized subheadings **provided**
- Don't blend research/scholarship talks with teaching/clinical lectures

Tip #4: Be as error-free as possible

- Check spellings, punctuation, consistency in formatting headings

Tip #5: Make sure it adequately represents your accomplishments

- Include all committees, community service, talks, time spent in clinical bedside education/training
- Don't double dip and list published abstract & poster presentations

Tip #6: Use the research, teaching, and service statements to tell your story. Weave in clinical/patient care where you can.

<https://www.med.unc.edu/hr/files/2017/09/cv-standardized-format-revised-june-2014.pdf>

Teaching Documentation

- **All faculty participate in teaching/education**
 - Learners are med students, residents, fellows, staff, peers, community
 - Teaching takes place in many locations:
 - Clinical educator at bedside; classroom; hospital units; lectures; presentations; talks to the community, etc.
- **Teaching Activities Section**
 - List your courses, lectures, etc., AND your audience (eg, students, residents, fellows, nursing staff, # of learners)
 - Names of students supervised (research projects, theses)
- **Teaching Statement:** Summarize your activities as an educator within your AOE (clinical, educational, research) and reflect upon you teaching philosophy.
 - Give specific examples:
 - How you reinvigorated a small group session.
 - Introduce new web-based learning techniques
 - Have 1:1 sessions with learners or weekly conferences with fellows
 - A web-based workshop that has gone viral

Research Documentation

- **Bibliography**
 - List all research publications, poster or oral presentations, invited research presentations, etc
- **Grant section**
 - List all grants (current, past, pending)
 - Give title, funding source, dates, total funding, % effort, role, goal of the research project
- **Research Statement**
 - Give overview of your research interests, projects worked on
 - Emphasize collaborations within and outside UNC

Service Documentation

- Beyond clinical service
- **Professional Service**
 - Departmental, SOM, HealthCare System, University committees
 - Grant study sections and advisory committees
 - Abstract or manuscript reviews
 - Clinical practice guidelines and policy making committees
 - Consultative and other roles
 - Leadership roles in regional or national societies
 - Organize and lead community health events
- **Service and Engagement Statement (optional for AOE)**
 - Highlight your roles and contributions

Letters of Recommendation

Minimum: 2 Official Letters external to your department

- Okay to have current OR past academic and/or professional relationship/affiliation with candidate
- From professors of **same rank** for which you are seeking promotion
- Need to address/evaluate your **primary AOE**

Additional Letters

- Can be from external
- Can be from internal
- May have current or previous relationship
- Stronger packet if includes letter indicating regional or national reputation

NOTE: ALL letters received MUST be included in dossier.

Teaching Portfolio

ONLY if primary area of excellence = Teaching/Education

- Reflective statement detailing teaching activities
 - » Summary of qualitative and quantitative evaluations
 - Peers, students, learners, supervisors
 - » Documentation of teaching quality
 - Learner evaluations, letters from former students, evidence of learners' achievements
 - » Teaching awards
 - » Additional recognition as an outstanding role model or mentor for students, residents, fellows
 - Letters, notes of thanks, etc

Dossier balloons to 100-200 pages when Teaching=AOE

Common Problems with Dossiers

In 2017-2018, 10 packets – tabled, vote postponed

*Not uncommon to return a packet to the Dept approving
the promotion - pending revisions*

- Missing teaching portfolio for AOE=Teaching
- Missing or minimal clinical metrics in Chair's letter
- Letter writer not at the correct rank (Professor)
- Letter writer from same home department
- Letter writer does not evaluate appropriate AOE
- Teaching activities or service to the SOM teaching mission is unclear or questionable
- CV missing data (grant info; gaps in activity/lectures; brief, weak statements)
- CV sloppy or not in proper format
- Recommend promotion on a different track

Common Problems with Dossiers

In 2017-2018, 10 packets – tabled, vote postponed

*Not uncommon to return a packet to the Dept approving
the promotion pending revisions*

Packets **never** get returned or tabled for too little information. They get returned for insufficient information and **lack of details**.

Be explicit.

What do you do every week at UNC?

Factors key to successful promotion

1. Familiarize yourself with the 5 AOE/tracks:
 - » On target for Primary AOE?
 - » Sufficient evidence of supporting SOM teaching mission?
2. Update your CV monthly!
 1. Track all presentations, lectures, posters, manuscript reviews
 2. Retain evaluations from learners. *Good ratings?*
 3. Write a good research/teaching statement and tell us about your passion and what makes you happy at your job.
3. Discuss *your career development* with mentors, chief, chair, senior faculty (*early, annually*)
4. Review progress and career development with your supervisors.
 - » Eligible for any awards?
5. Ask about opportunities to join committees, participate in education, training, research, leadership
6. Look for opportunities to give lectures, presentations in your AOE
7. Be a self-advocate of your promotion timeline! *In 6th year?*
8. Ask for help: Your HR person, FTF HR person, or FTF Committee member
9. Give more details.

Resources

- SOM Human Resources Website:
 - [Faculty Appointments, Promotions, and Tenure](#)
 - [Standardized CV Format Guide](#)
 - [Teaching Portfolio Resources](#)
- UNC Office of the Executive Vice Chancellor and Provost:
 - [Faculty Policies, Procedures, and Guidelines](#)
 - [Promotion and Tenure 101](#)
- Center for Faculty Excellence:
 - [Tenure and Promotion at Carolina: A Quick Guide for New Faculty](#)
- Your mentors, supervisors, Chief/Chair, HR staff, FTF professors on similar career tracks

Questions?

Donna Evon

Donna_Evon@med.unc.edu

Aisha Silvera

Fixed Term Faculty HR Consultant

aisha_silvera@med.unc.edu

P: 919-962-5492