



# DOM Promotions Workshop

---

Martin Young (Chair DOM APTC)  
Douglas Royal (DOM HR Manager)

October 16, 2024



# APTC

---

- Appointment, Promotions, Tenure Committee in the Department of Medicine
- Governing body of the DOM that makes recommendations to the Department Chair regarding promotion and/or tenure for DOM faculty



# APTC members

---

LAST NAME	FIRST NAME	CHAIR OR COMMITTEE MEMBER	FACULTY RANK	FACULTY TENURE STATUS	Division Represented	Email
Young	Martin	Chair	Professor	Tenured	CVD	<a href="mailto:martinyoung@uabmc.edu">martinyoung@uabmc.edu</a>
McGuire	Brendan	Committee Member	Professor	Tenured	GI	<a href="mailto:bmcguire@uabmc.edu">bmcguire@uabmc.edu</a>
Leon	Kevin	Committee Member	Professor	Tenured	Pulm	<a href="mailto:kleon@uabmc.edu">kleon@uabmc.edu</a>
Snyder	Erin	Committee Member	Professor	Tenured	GIM	<a href="mailto:edsnyder@uabmc.edu">edsnyder@uabmc.edu</a>
Lenneman	Carrie	Committee Member	Professor	Tenured	CVD	<a href="mailto:clenneman@uabmc.edu">clenneman@uabmc.edu</a>
Van Der Pol	Barbara	Committee Member	Professor	Tenured	ID	<a href="mailto:bvanderpol@uabmc.edu">bvanderpol@uabmc.edu</a>
Davis	Randall	Committee Member	Professor	Tenured	HemOnc	<a href="mailto:rdavis@uabmc.edu">rdavis@uabmc.edu</a>
Rogers	Laura	Committee Member	Professor	Tenured	Prev Med	<a href="mailto:lqrogers@uabmc.edu">lqrogers@uabmc.edu</a>
Kennedy	Richard	Committee Member	Professor	Tenured	GGPC	<a href="mailto:richardkennedy@uabmc.edu">richardkennedy@uabmc.edu</a>
Randall	Troy	Committee Member	Professor	Tenured	Rheum	<a href="mailto:troyrandall@uabmc.edu">troyrandall@uabmc.edu</a>
Jain	Gaurav	Committee Member	Professor	Tenured	Neph	<a href="mailto:gjain@uabmc.edu">gjain@uabmc.edu</a>
Warriner	Amy	Committee Member	Professor	Non-Tenure	Endo	<a href="mailto:awarriner@uabmc.edu">awarriner@uabmc.edu</a>



# Key Concepts

---

- **Promotion** – Advancement to a higher academic rank
- **Tenure** – The **awarding** of tenure is a **serious and significant step for both the faculty member and UAB**. Tenure is an affirmative commitment by the Board of Trustees to a faculty member, generally offered after a probationary period of employment, of a right to continuing employment.\*
  - It is not **awarded** merely on the basis of time in service.
  - Tenure is **awarded** to individual faculty members:
    - upon evidence of the capacity and likelihood for *continued* intellectual, scholarly, and professional vitality;
    - upon evidence of the ability and *willingness* to perform assigned duties; and
    - upon evidence of a sense of responsibility and dedication to make the continuing *exemplary* performance of duties a reasonable expectation. (Faculty Handbook 2.15.1)



# Key Concepts

---

- **Ranks**

- Instructor
- Assistant Professor
- Associate Professor
- Professor

- **Tracks**

- Tenure earning track
- Non-tenure earning track



# Key Concepts

---

- Tenure decisions are made separately from appointment or promotion decisions.
- These decisions may be made at the same meeting or at separate points in time.
- Tenure cannot be awarded at the rank of Assistant Professor or below.



# Criteria for Promotion

---

- Criteria for promotion are built around the three traditional academic activities:
  - Research
  - Teaching
  - Service
- Scholarly activities that support research, teaching, or service are expected of all faculty



# Criteria for Promotion and Tenure

---

- NTE faculty require 1 area of excellence for promotion
- TE faculty require 2 areas of excellence for promotion or tenure



# Promotion Package:



---

- **Assistant to Associate Professor**
  - Typically at least 5 years in rank\*
  - Academic credentials and demonstration of level of specialized **accomplishment** appropriate to the mission of the Department and the SOM
  - Demonstration of **collegiality** and **involvement** in the Department and/or SOM
  - Evidence of scholarship in the areas of research, teaching, or service, documented by peer recognition at a **national level**
- **Associate to Full Professor**
  - Same as first three criteria as above
  - Evidence of **sustained** scholarship and productivity in the areas of research, teaching, or service
  - Demonstration of **national or international** recognized excellence in the conduct of academic duties.



# Promotion Package: Assistant to Associate Professor

---

Examples of **research** activities that are consistent with the above guidelines include:

- **Demonstration of initiative and independence in research** activities in basic or translational science, clinical, outcomes, quality improvement or population-based research
- **Publication** of independent research findings and scholarly papers in peer-reviewed journals
- **Obtaining grants and/or contracts** for support of research
- Participation as a member of **large research team(s)**, providing documented critical scientific contribution(s) or serving in a leadership role in directing the research
- **Presentation of research** and other scholarly findings at scientific and professional meetings
- **Service** on thesis or dissertation committees



# Examples of Excellence in Research

---

- Grants
  - Does not have to be NIH only
  - Can be NIH, NSF, DOD, private foundations, etc
  - Serving as co-investigator on multiple grants for "team science"
- Peer-reviewed manuscripts, many as first or last author
- Book chapters and review articles
- Abstracts
- Invited seminars or oral presentations
- Editorial boards, manuscript reviews
- Ad hoc or permanent reviewer for funding agencies (NIH,NSF, DOD,AHA, etc)



# Team Science

---

- Research once described as “collaborative,” “interdisciplinary,” and “multidisciplinary” is now referred to as “Team Science”
- A “team scientist” is a researcher who collaborates with other scientists, often from different disciplines, to tackle complex scientific problems
- Such contributions might include:
  - Extramural grant support from at least 3 PI’s as a co-I.
  - Support and impact on research activities for at least 3 PI’s (internal or external) critical for the success/publication of a project/manuscript. Directing a core facility that supports research, scholarship.
  - Membership or leadership roles in research centers focused on team science.
  - Highlight contributions to publications with colleagues from diverse disciplines.
  - Participation in committees related to interdisciplinary research or team science initiatives.



# Team Science

---

- Research **portfolio** of the candidate should **speak to his/her intellectual contribution** to the work of collaborators.
- **Letters** from collaborators should **speak to the unique and invaluable contribution** made by the candidate to the success of the research.
- Important to have **letters from close inside collaborators** stating the “scientific” importance and how their projects have benefitted from the contributions of the “team” scientist.
- **External referees should acknowledge the candidate’s national reputation** and recognition as the “collaborator’s collaborator”, the “researcher’s researcher.”
- Letters about the candidate should discuss how a particular collaboration generates **synergy**, creates innovative research networks and/or institutional opportunities beyond the expected product of the individual, independent research.



# Promotion Package: Assistant to Associate Professor

---

- Examples of **teaching** activities that are consistent with the above guidelines include:
  - **Demonstration of mastery of content and method**, documented by student and peer **evaluations**; all teaching activities should receive consideration
  - Taking responsibility for the design, organization, coordination, and evaluation of an educational program
  - Developing and/or presenting effective continuing education or other professional programs, including invited presentations
  - Providing **effective supervision, guidance, and/or counseling to trainees**, including graduate students, postdoctoral fellows, and/or house officers
  - **Participation** in educational program planning and **general curricular activities**
  - **Publication** of papers and/or presentations at professional meetings on topics related to education
  - Demonstration of **innovation in teaching methods** and production of texts, educational software or courseware
  - **Receipt of recognition** as an exemplary scientist or clinician whose mentoring and teaching activities provide an outstanding role model for students
  - Serving as principal investigator on **grants** or contracts for educational projects



# Examples of Excellence in Teaching

---

- Leadership/coursemaster in divisional, departmental, GBS, or SOM teaching programs.
- Participation in above, including lectures, rounds, seminars, preceptor, etc.
- Mentoring:
  - Tangible/measurable (ie: MS/MD/PhD students, residents, fellows, etc.)
  - Need to include names, dates, results
- Documentation of teaching effectiveness:
  - Testimonial letters from trainees
  - Teaching evaluations
  - Awards



# Examples of Excellence in Teaching

---

Other ways to earn excellence in teaching:

- Develop a formal course: residency/fellowship or postdoc program
- Develop, expand, or improve an educational program/course/area
- Textbook chapters
- Conference organization
- Service on education-related committees
- Exam question development (e.g., NBME questions)
- Web-based educational activities (MedEd, Podcasts, Webinars, etc.)





# Promotion Package: Assistant to Associate Professor

---

- Examples of **service** activities that are consistent with the above guidelines include:
  - Providing **measurably excellent clinical productivity and exemplary patient care**
  - Providing demonstrable leadership or initiative in **administrative or committee roles** that augment the missions of the Department and/or SOM in clinical care, research, and/or education such as originality in problem solving, authorship of guidelines or quality reports and policies
  - Providing staff responsibility for a service or specific area of patient care
  - Providing demonstrable leadership in **quality improvement/assurance or patient safety initiatives**
  - Serving as critical member or director of a **research core laboratory**
  - **Serving on committees** with the department, school, university and/or affiliated institutions
  - **Engaging in mentoring** junior faculty colleagues
  - Serving on committees to **develop clinical practice guidelines** or to formulate healthcare policies
  - Providing **service to the professional or lay community** through education, consultation or other roles



# Examples of Excellence in Service

---

- Development, leadership, or provision of unique clinical care or service
- Initiatives to improve quality/safety/performance with documentation of impact
- Documented high volume of patients/ high RVUs Leadership in new academic or clinical programs
- Graduate or Residency Program Director/Co-Director
- Core Facility Director/Co-Director
- Committee membership (UAB, regional, national, etc.)
- Demonstrated 'citizenship'
- Community outreach activities
- Out-of-state referrals



# Promotion Package: Associate to Full Professor

---

- Examples of **research** activities that are consistent with the above guidelines include:
  - Continued demonstration of initiative, independence, and sustained activity in basic science, clinical, outcomes, quality improvement or population research
  - **Sustained productivity** as author of papers reporting independent research findings in peer- reviewed journals
  - Record of sustained ability to obtain grants and contracts for support of research
  - Receipt of **recognition** of excellence in research by professional or scientific institutions or organizations
  - Continued critical contribution(s) to large research team(s)
  - Receipt of invitations to preside over sessions at **national** or **international** or scientific meetings
  - Participation in external review committees, study sections, or service as editor of scientific or professional journals



# Promotion Package: Associate to Full Professor

---

- Examples of **teaching** activities that are consistent with the above guidelines include:
  - **Sustained** and **outstanding** performance in the examples cited for the associate professor level
  - **Leadership** through design, organization, coordination, and evaluation of educational programs
  - Administrative **responsibility** at the school or departmental level for **curriculum**
  - Leadership in continuing education or other professional programs; invitations as visiting professor at other institutions
  - Supervision of staff teaching within a course, division, department, or within the school
  - Sustained productivity in publication of papers and/or presentations at professional meetings on topics related to education
  - Sustained innovation and leadership in production of texts, educational software, or courseware
  - Record of sustained ability to maintain external funding to support innovative educational projects
  - Sustained recognition as an exemplary scientist, teacher or clinician whose activities provide an outstanding role model for students.



# Promotion Package: Associate to Full Professor

---

- Examples of **service** activities that are consistent with the above guidelines include:
  - Continued demonstration of excellence of measurably excellent clinical productivity and exemplary patient care
  - **Sustained exemplary leadership** in administrative committee roles that augment the missions of the Department and/or SOM in clinical care, research and/or education such as originality in problem solving, authorship of guidelines or quality reports and policies
  - Providing sustained responsibility for a service or specific area of patient care or clinical teaching
  - Sustained excellence in the leadership of quality improvement/assurance or patient safety initiatives
  - Recognition as an authority by other schools and departments within UAB and by local, state, regional and national organizations or institutions
  - Appointment to responsible position(s) within the institution or its affiliates (e.g., chairs a committee, department, or division; membership on major Department or SOM committees)
  - Extensive and excellent mentorship of faculty colleagues
  - Continued service on committees to develop clinical practice guidelines or to formulate regional or national healthcare policies
  - Election to responsible positions on civic boards or organizations concerned with health care issues at the local, state, regional, **national** or **international** levels.



# Innovation & Entrepreneurship

---

- **Innovation** is defined as the **identification or creation of new resources** (including methods, services, or technologies) **with commercial or social good potential**.
- **Entrepreneurship** is defined **as recognizing the commercial potential or business opportunities of innovation**.
- Innovation & Entrepreneurship activities do not supersede or replace traditional measures/expectations for scholarly excellence but may complement them.

## **Service:**

- Quantifiable participation in entrepreneurial ventures (i.e., self-started or making measurable contributions to initiatives started by others).
- Active verifiable involvement in the disclosure, licensing, or commercialization of technologies.
- Interactions with industry, government, non-profit organizations, foundations, service activities associated with community business incubators, small business promotion activities, or startup/spinout entities founded on specific University intellectual property.
- Participation in committees or initiatives that foster I&E within the university or at the regional or national level.
- Awards, honors, and recognition from HIIE or external entities for contributions to I&E.



# Innovation & Entrepreneurship

---

## **Research:**

- Successfully securing SBIR, STTR or other extramural research grants as PI and funding for innovative projects or involvement in entrepreneurial ventures.
- I&E scholarly activities could include the development of intellectual property such as patents, copyrights (including software), trademarks, tangible property (e.g., cell lines, works of art), trade secrets, inventions, or novel products or procedures.
- Published research articles in reputable, peer-reviewed journals related to I&E or contributions to book chapters.
- Common metrics may regard quality, quantity, and/or impact of invention disclosures, patents, copyrights, small business grants, start-up company founding/funding including SBIR-STTR activities, licenses to external companies, financial return brought to university/school/department.

## **Teaching:**

- Creation and/or incorporation of entrepreneurial curricular content into the curriculum or development of innovative courses or programs.
- Mentoring and advising students in commercialization, innovation, and entrepreneurial service.
- Connecting entrepreneurial subject matter to community education.
- Scholarship from the teaching and service I&E activities that demonstrate societal impact, solve complex real-world problems or collaboratively cross disciplinary lines to drive innovative teaching methods, economic development or community improvement.



# Tenure

---

- Achievement of rank of at least Associate Professor
- TE faculty need to apply for tenure during the 9<sup>th</sup> year of appointment on the tenure track. (Must have presented for tenure in the 9<sup>th</sup> year, to be eligible to seek permission to present again in the 10<sup>th</sup>)
- Example, if you went on tenure track October 1, 2010, then you must be reviewed for award of tenure in the 2019 cycle with packet due in January 2019 to be effective October 1, 2019.
- If tenure cannot be attained by then, will need to leave UAB or switch to NTE track.





# Tenure

---

- Faculty can change their tenure track only once (not back & forth)
- Implies that you will have a continued commitment for employment at UAB
- Does not necessarily coincide with promotion



# Tenure

---

- Academic credentials consistent with the missions of the department and the SOM
- **National reputation** reflected by peer recognition, presentations at national professional meetings, and productivity in published works
- Evidence of **positive institutional citizenship**, manifest as effective participation in service activities, mentoring of more junior colleagues, support of university missions and values, collegiality and leadership initiative
- Evidence of **sustained, significant** scholarship in at least 2 of 3 areas, (research, teaching, and service)



# Common Mistakes to Avoid

---

- **Research Success**

- Lack of recent manuscripts (sustained productivity)
- Lack of extramural grant funding (if research is area of excellence)
- Lack of independent accomplishments (authorship, grant support) – Not as applicable for team scientists
- Paucity of senior/communicating author publications (indication of independence)

- **Teaching Success**

- Lack of curriculum development, directing courses, etc. (if teaching is area of excellence)
- Paucity of publications
- No evidence of mentorship for trainees, etc.
- Lack of National/International recognition

- **Service Success**

- No evidence of service beyond “doing your job”
- Lack of National/International recognition



# Requesting Reviewer Letters

---

- Request at least five (5) internal and five (5) external reviewers to make certain that a minimum number (3) of properly formatted letters are included
- External reviewers must not be currently affiliated with UAB nor affiliated with UAB in the last 5 years.
- Internal reviewers must be currently appointed at UAB or an affiliated institution (TCH, UAHSF, SRI and/or VA).
- Reviewers must have an academic rank equal to or higher than that being sought by the candidate.
- External reviewers must be at “arm’s length” and therefore may not be:
  - a close friend, relative, or spouse
  - a supervisor, advisor, student, or mentor of the candidate (e.g., within the last 5 years for promotion to Associate Professor and within the last 10 years for promotion to Professor)
  - in a financial relationship with the candidate
  - a recent co-author, collaborator, or co-investigator of the candidate (e.g., within the last three years) (unless the reviewer and candidate collaborate on very large projects or are authors on publications with numerous authors or where the reviewer and the candidate have only a distant relationship, such as with multi-site research projects).



# Your “Packet”

---

- This is your opportunity to show who you are, what you have done, and where you want to go
- Ensure packet complies with instructions, e.g. SOM format for CV, applicable portfolio sections
- Use Research, Teaching, Service sections to highlight and expand on information in CV



# Helpful Hints

---

- **Maintain Your CV** – Keep it up-to-date in the required format.  
<https://www.uab.edu/medicine/dom/about/references-and-resources/recruitment> > Faculty Promotion and Tenure
- **Create Portfolios** – Begin immediately, as soon as you are “on board”, to create and maintain portfolios for teaching, research and service. Document concurrently everything that you do – all activities. The Appointments, Promotions, and Tenure (APT) “package” should be built over several years.
- **Critique APT Package** – Have your APT “package” critiqued by several faculty members prior to submitting to the DOM APT Committee. Incorporate changes as needed
- **Review Examples** – Review samples of various sections:  
<https://www.uab.edu/medicine/home/faculty-staff/faculty-resources>



# Resources

---

- UAB Faculty Handbook: <https://www.uab.edu/medicine/home/faculty-staff/faculty-resources>
- DOM website: <https://www.uab.edu/medicine/dom/about/references-and-resources/recruitment>
- SOM website: <https://www.uab.edu/medicine/home/faculty-staff/faculty-resources>



# Timeline of Promotions Process

Event	2025 Promotion Cycle Deadlines/Events
DOM CVs to Dr. Martin Young	Sunday, September 1, 2024
DOM HR Training	Thursday, September 5, 2024
DOM Promotion/Tenure Workshop; 4:00 PM (Led by Dr. Martin Young)	Wednesday, October 16, 2024
Divisions upload PDF file of promotion packet for initial DOM administrative review to DOM SharePoint site	Friday, December 6, 2024
Divisions upload PDF file of promotion packet (with revisions) to DOM SharePoint site	Friday, January 3, 2025
DOM final administrative review of packets	Thursday, January 9, 2025
DOM APTC Review Begins	Friday, January 10, 2025
DOM APTC Meeting	Thursday, February 13, 2025
SOM Deadline for Packets	Monday, March 3, 2025





# Flow of Packets

---

1. Proposal to Departmental APT Committee by applicant/Division Director (**December 2024**)
2. Dept APTC vote and make recommendation to Dept Chair (**February 2025**)
3. Proposal to Faculty Council by Dept Chair (**March/April 2025**)
4. Faculty Council vote and make recommendation to SOM Dean (**June 2025**)
5. Proposal to the Provost by the SOM Dean and from Provost to the UAB President (**Summer 2025**)
6. Decision by the UAB President and notification (**August 2025**).  
**Effective date is 10/01/2025**



# DOM Promotions Workshop

---

Questions?