



# DOM Promotions Workshop

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*Chair, DOM Appointment, Promotions and Tenure Committee*  
*Professor of Medicine, Division of Nephrology*  
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# APTC

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- 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 the DOM faculty



# APTC members

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- **Ashita Tolwani, MD, Chair**
- Brendan McGuire, MD
- Veena Antony, MD
- Carlos Estrada, MD
- Vera Bittner, MD
- Martin Young, PhD
- Randall Davis, MD
- Van Der Pol, Barbara, PhD
- Laura Rogers, MD

Nephrology  
Gastroenterology and  
Hepatology  
Pulmonary, Allergy &  
Critical Care Medicine  
General Internal Medicine  
Cardiology  
Cardiology  
Hematology/Oncology  
Infectious Disease  
Preventive Medicine



# Key Concepts

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- **Promotion** – Advancement to a higher academic rank
- **Tenure** – “An affirmative commitment by the Board of Trustees...generally offered after a probationary period of employment of a right to continuing employment except upon dismissal for cause, retirement, bona fide financial exigency of the institution or division...” (Faculty Handbook 2.15.1)
  - Current “probationary” period at UABSOM is 10 years. Tenure must be awarded by the end of the 9<sup>th</sup> year or the 10<sup>th</sup> year shall be a terminal appointment or must switch to non-tenure earning track



# Key Concepts

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- **Ranks**

- Instructor
- Assistant Professor
- Associate Professor
- Professor

- **Tracks**

- Tenure earning track
- Non-tenure earning track



# Key Concepts

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



# Criteria for Promotion

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- 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

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- NTE faculty require 1 area of excellence for promotion
- TE faculty require 2 areas of excellence for promotion
- NOTE: promotion on the tenure-earning track may be uncoupled from the request of tenure





# Promotion Package:

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- Assistant to Associate Professor
  - At least 3-5 years in rank (typically at least 5 years)
  - 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

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■ 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

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- Grants
  - Does not have to be NIH only
  - Can be NIH, NSF, DOD, private foundations, etc
  - Some forms of "team science" can constitute excellence
- 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

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- Research once described as “collaborative,” “interdisciplinary,” and “multidisciplinary” is now referred to as “Team Science
- Such contributions might include:
  - conception and design
  - acquisition of data and analysis and interpretation of data
  - drafting of the manuscript and critical revision of the manuscript for important intellectual content
  - statistical analysis, obtaining funding, administrative, technical or material support, and supervision



# Team Science

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- 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

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- Examples of **teaching** activities that are consistent with the above guidelines include:
  - Demonstration of mastery of content and method, documented by student and peer evaluation; 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

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- 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



# Examples of Excellence in Teaching

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- Other ways to earn excellence in teaching:
- Develop a formal course; residency/fellowship; postdoc program
- Develop or expand an educational area.
- Improve an existing program/course/area





# Promotion Package: Assistant to Associate Professor

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- 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

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- 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



# Promotion Package: Associate to Full Professor

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- 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

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- 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

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- 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.



# Tenure

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- 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

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- 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

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- 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

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- **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) – challenging with 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

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- 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”

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- 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

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- **Maintain Your CV** – Keep it up-to-date in the required format.  
<https://www.uab.edu/medicine/dom/faculty-staff/recruitment>
- **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 examples of a good packet:(BlazerID required).  
<https://www.uab.edu/medicine/home/faculty-staff/finance-and-human-resources/human-resources>



# Resources

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- UAB Faculty Handbook: <http://www.uab.edu/policies/Pages/Faculty-Handbook.aspx>
- DOM website: <https://www.uab.edu/medicine/dom/faculty-staff/recruitment>
- “Faculty Promotion/Tenure” section contains the SOM Guidelines, Instructions, Forms, SOM CV Format, 2020 DOM APTC Calendar
- SOM website: <https://www.uab.edu/medicine/home/faculty-staff/finance-and-human-resources/human-resources>



# Timeline of Promotions Process

Event	2023 Promotion Cycle Deadlines/Events
<b>DOM Promotion/Tenure Workshop; 4:00 PM; BDB Rm 334 (Led by Ashita Tolwani)</b>	<b>Wednesday, October 12, 2022</b>
<b>Divisions upload PDF file of promotion packet for initial DOM administrative review to DOM SharePoint site.</b>	<b>Friday, December 9, 2022</b>
<b>Divisions upload PDF file of promotion packet (with revisions) to DOM SharePoint site.</b>	<b>Friday, January 6, 2023</b>



## Timeline (continued)

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<b>DOM final administrative review of uploaded packets</b>	<b>Thursday, January 12, 2023</b>
<b>DOM APTC Review Begins</b>	<b>Friday, January 13, 2023</b>
<b>DOM APTC Meeting</b>	<b>Thursday, February 9, 2023</b>
<b>SOM Deadline for Packets</b>	<b>Monday, March 1, 2023</b>



# Flow of Packets

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1. Proposal to Departmental APT Committee by applicant/Division Director (**December 2022**)
2. Dept APTC vote and make recommendation to Dept Chair (**February 2023**)
3. Proposal to Faculty Council by Dept Chair (**March/April 2022**)
4. Faculty Council vote and make recommendation to SOM Dean (**June 2023**)
5. Proposal to the Provost by the SOM Dean and from Provost to the UAB President (**Summer 2023**)
6. Decision by the UAB President and notification (**August 2023**).  
**Effective date is 10/01/2023**





# DOM Promotions Workshop

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Questions?