



Promotion: Tenure Track

Christina Kalel, MA

Assistant Director
Faculty Affairs

Alice Min, MD

Associate Dean
Career Development



Tracks and targets

- Are you on the right track?
- Do you know where you are on the 6-year timeline?
- COM-T Promotion and Tenure Guidelines
 - Tenure Track (pg. 2-8)



Tenure Track

- “Triple threat:” research, teaching, service
- Guaranteed contract, some financial commitment
- Mandatory reviews:
 - 3rd year: Mid cycle review
 - 6th year: Promoted to Assoc Professor with tenure (“up or out”)
 - Ask for clock stop if needed for extra years
- Promotion based upon:
 - National reputation for excellence among peers
 - Peer-reviewed publications /research grants
 - Teaching: amount and quality
 - Service: clinical and other



Mid-cycle reviews

- Required for tenure track (3 years)
- “Dress rehearsal” promotion
 - CV in appropriate format
 - Candidate statement
 - Workload assignment
- Reviewed by department and college P&T committees to determine if you are on track for promotion, and what aspects need shoring up



Promotion process (6 years)

- You prepare sections 2, 4-6 (7 & 8 *if applicable*)
- Department sends it to external evaluators
- Dossier reviewed by:
 - Department P&T Committee
 - Department Head
 - College P&T Committee
 - Faculty Affairs Dean
 - UA P&T Committee
- Provost makes final decision



Section 2: Workload

- Critical to evaluating productivity in areas of assignment - informs reviewers of expectations
- Indicate percent time devoted to teaching, research & scholarly activity, and service; may vary by year
- Brief description of work and departmental expectations



Section 4: CV

- Use this document as your guide: [CV Headings for Promotion Dossier](#)
- NEW: Time in rank at the College of Medicine – Tucson up to ten years: for 2023-2024, 2014 at the earliest
- Collaborators
 - **Last 5 years:** co-authors, grant collaborators
 - **Lifetime:** advisors, mentors, sponsors, supervisors, co-instructors, close coworkers



Section 5: Candidate statement

- 5 pages maximum
- Frame what it is that you do, focusing on impact
- Connect the different parts of your workload (e.g., teaching and service; clinician and educator) into one narrative to communicate total impact
- [Guidance from UA Faculty Affairs](#) (pg. 3-4)



Section 6: Teaching portfolio

- Section 6A: Information on Teaching and Advising
 - List of courses taught
 - Course descriptions (2-3 sentences)
 - Student evaluations (TCE/SCS, etc)
 - Advising, mentoring, collaborations with students, residents, fellows
 - Workshops, online course materials, teaching research
 - Teaching awards or grants
 - Teaching philosophy (*optional*, 3 pages maximum)
 - Peer teaching observations (1 required from past year)
- Section 6B: Supporting Documentation
 - Syllabi, major assignments, course content examples
 - Student letters



Extent of Teaching

2007 – Emergency Medicine Residency Core Faculty: *I give approximately three resident didactic lectures per year and teach clinically at the bedside. When I served as Associate Residency Program Director, I had increased didactic responsibilities. Resident lectures given while in rank:*

7/5/16: Intern Orientation: Wellness, Consultations, Transitions of Care

2/14/17: Core Content Review

6/19-6/22/17: Intern Boot Camp (created, coordinated, and implemented this series as Associate Program Director)

7/25/17: Core Knowledge Series: Pneumonia

2/6/18: Core Knowledge Series: Dysrhythmias

2/20/18: Core Content Review

7/17/18: Core Knowledge Series: Aortic Dissection

2/19/19: Core Content Review

7/16/19: EM Foundations, core content facilitator

8/6/19: Emotional Intelligence, Communication and Professionalism Education (CoPE)

12/3/19: Crucial Conversations, Energy Leadership curriculum

3/4/20: Team Dynamics, Energy Leadership curriculum

4/7/20: EM Foundations, core content facilitator

2017 – Mentor, The Societies Program/Doctor & Patient: Integrating the Art & Science of Medicine (MED 815A, MED 815B, and MED 815C): *The Societies Program is an integral part of the medical school curriculum, which teaches students key skills of the medical interview, physical examination, and professionalism. As a Societies Mentor, I teach students intensively every week for the first three semesters of medical school and continue to teach and mentor them throughout their training. I teach medical students over four years. I was selected as one of only 22 faculty mentors for this valuable and prestigious role. In this role, I also facilitate small group sessions during Transition to Clerkship and Intersessions 1 and 2, which are 1- to 2-week courses for students during their clinical years. Topics include professionalism, health disparities, ethics, and advanced clinical skills. (24 students per year, across 4 classes.)*

Individual Student Contact

Collaborations with Undergraduates and Graduates on Research Projects

- 2015-2018 Using the Think Aloud Protocol to Validate Interprofessional Case-Based Learning Material: *I served as the faculty advisor for Maryam Gilpatrick's Medical Education Distinction Track Capstone Project at the University of Arizona College of Medicine, Tucson. The project involved creating a clinical case scenario to be used as an inter-professional education session. Maryam interviewed medical, pharmacy, and nursing students to validate the case as well as learning objectives to be implemented in an inter-professional case-based clinical thinking session.*
- 2016-2019 Communication and Professionalism Education (CoPE) for Emergency Medicine Interns: *I served as the faculty advisor for Martin Cisneroz's Medical Education Distinction Track Capstone Project at the University of Arizona College of Medicine - Tucson. The project involved creating and coordinating a didactic series for EM interns to deliver content and practice skills in difficult communication scenarios: difficult consultants, difficult patients, delivering bad news, and effective team leadership. We obtained IRB approval and assessed the interns' sense of confidence and level of comfort in each area before and after the session. This is now a required didactic series for all interns.*
- 2012 – Residency Scholarly Project Advisor: *I have served as a faculty advisor for several emergency medicine residents' independent research under our*

Mentoring and Career Counseling

- 2007 – University of Arizona Emergency Medicine Residency Advisor and Core Faculty: *In this role, I mentor and provide career counseling for my designated advisee as noted above as well as other residents that may not be assigned specifically as advisees.*
- 2015 – Medical Education Distinction Track Mentor: *I am a mentor for medical students who choose to pursue this distinction track. I am assigned one student per year on average. I provide mentorship for their capstone projects on this track.*
- 2018 – Emergency Medicine Specialty advisor: *I serve as a special advisor for third- and fourth-year medical students who have chosen to pursue emergency medicine. I mentor and advise them as they prepare their fourth-year rotations and residency applications. I have 2-3 medical students each year:
Class of 2020: Casey Charlton, Steven Crabbe, Rom Rahmanian
Class of 2021: Joseph Demirjian, Alejandro Sanoja.*
- 2018 – 2020 Leadership and Innovation in Healthcare Distinction Track Mentor: *I am a mentor for medical students who choose to pursue this distinction track. I am assigned one student per year on average. I provide mentorship for their capstone projects on this track.*

Contributions to Instructional Innovations and Collaborations

Teaching Workshops Attended or Delivered

- 2016-2017 *Learning to Lead: I was selected to participate in the Learning to Lead program, the leadership development program for the College of Medicine – Tucson. I was a member of the 2016 cohort, and now I coordinate and lead this program as the Assistant Dean of Faculty Development.*
- 2017 *American College of Emergency Physicians (ACEP): I attended the annual Scientific Assembly every other year on average. I attended October 2017 in Washington, DC. I plan to attend in October 2020 in Dallas, TX.*

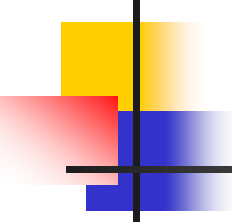
Development of Online and other Course Materials

- 2014 – *Academic Life in Emergency Medicine (ALiEM), Approved Instructional Resources (AIR) Series: I am part of a team of emergency medicine physician educators from around the country that evaluate online free open access medical education (FOAM), create multiple choice questions on this content, and edit the final questions to be included in the AIR series. This platform is used widely across emergency medicine residency programs.*



Section 7: Leadership, Extension, Service, & Innovation (*optional*)

- Candidates whose duties are outside the scope of traditional appointments for tenure track faculty.
 - Leadership activities with significant impact or effectiveness
 - Service activities with significant impact of effectiveness
 - New technology, websites, apps, or other tech transfer
 - New materials developed (courses, online materials, guides, reports, etc)
 - Collaborations with business or community partners



Section 8: GIDP/Interdisciplinary Memberships *(if applicable)*

- Description of candidate's membership(s) and contributions to GIDPs or other Interdisciplinary programs
- Can describe here *or* in the candidate statement



Steps to take now

- Document everything you do. Toss reports, thank you notes, evaluations, syllabi, etc. into a file
- Annual review (March – April), ask about:
 - Productivity expectations
 - Scholarship goals
 - Service opportunities
 - What's missing (if anything)
 - Timeline: are you on track to be promoted in 6 years?



Timeline

	Effective July 1
Department review	July – September
Dossier to Faculty Affairs	September 30
COM P&T review	September – December
UA P&T review	January – April
Provost review	April
Faculty notification	April 30



Resources

- **Department P&T Coordinators:**
 - College of Medicine P&T Guidelines
 - UA Guide to the Promotion Process
 - Promotion dossier guide sheets
 - CV Guidelines
- **Advice**
 - Department P&T Committee Members
 - Department Head
 - Mentors & other faculty who promoted!



Questions? Feedback?

Com-Admin-FacAffairs@email.arizona.edu