



Navigating Appointment and Promotions

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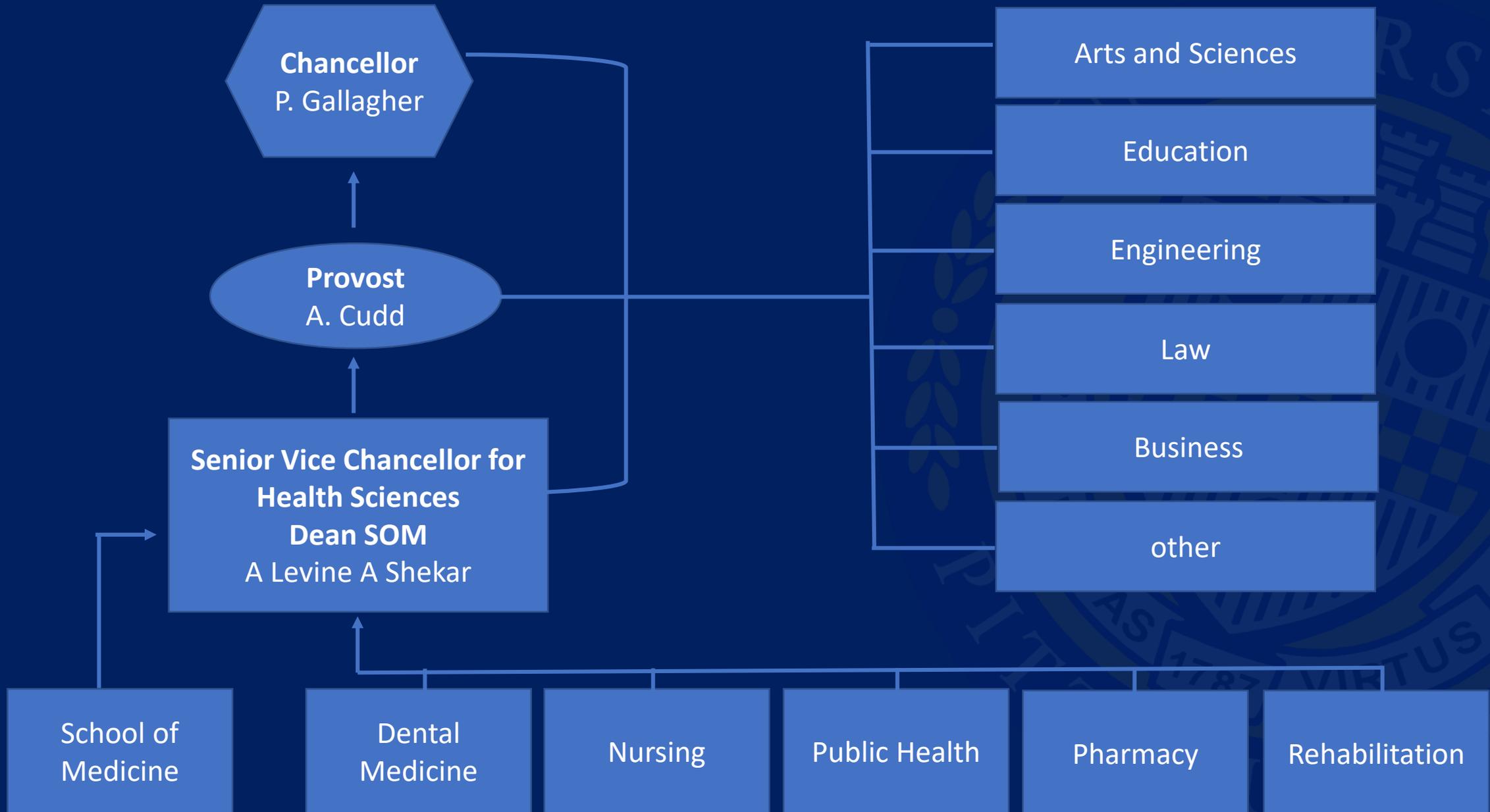
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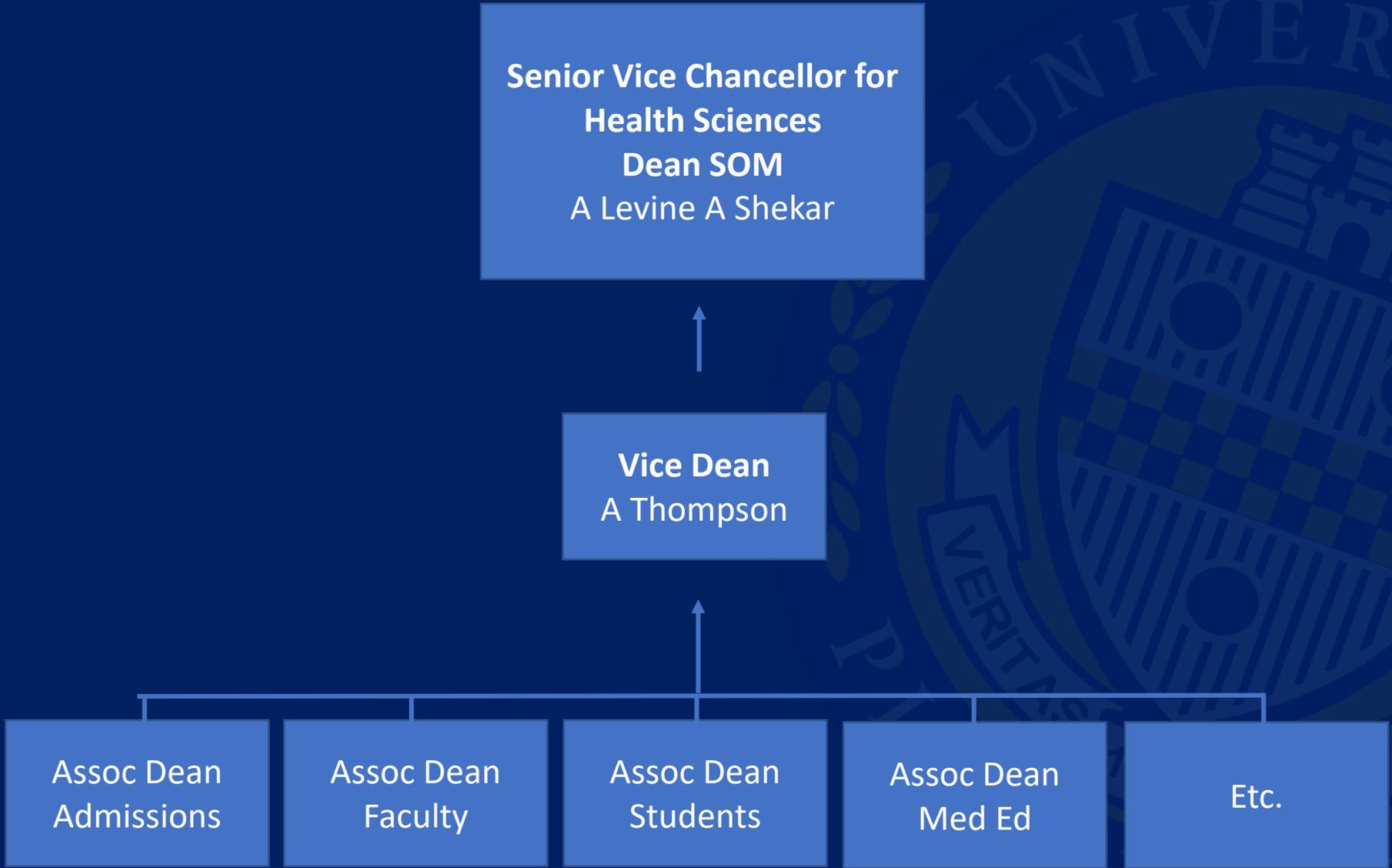
University and Health System

The background of the slide features a large, faint watermark of the University of Pittsburgh seal. The seal is circular and contains a shield with a checkered pattern and a sun. Above the shield, the word "UNIVERSITY" is written in an arc. Below the shield, the word "PITTSBURGH" is written in an arc. On the left side of the shield, the word "VERITAS" is written, and on the right side, the word "VIRTUS" is written. In the center, below the shield, the year "1787" is displayed.

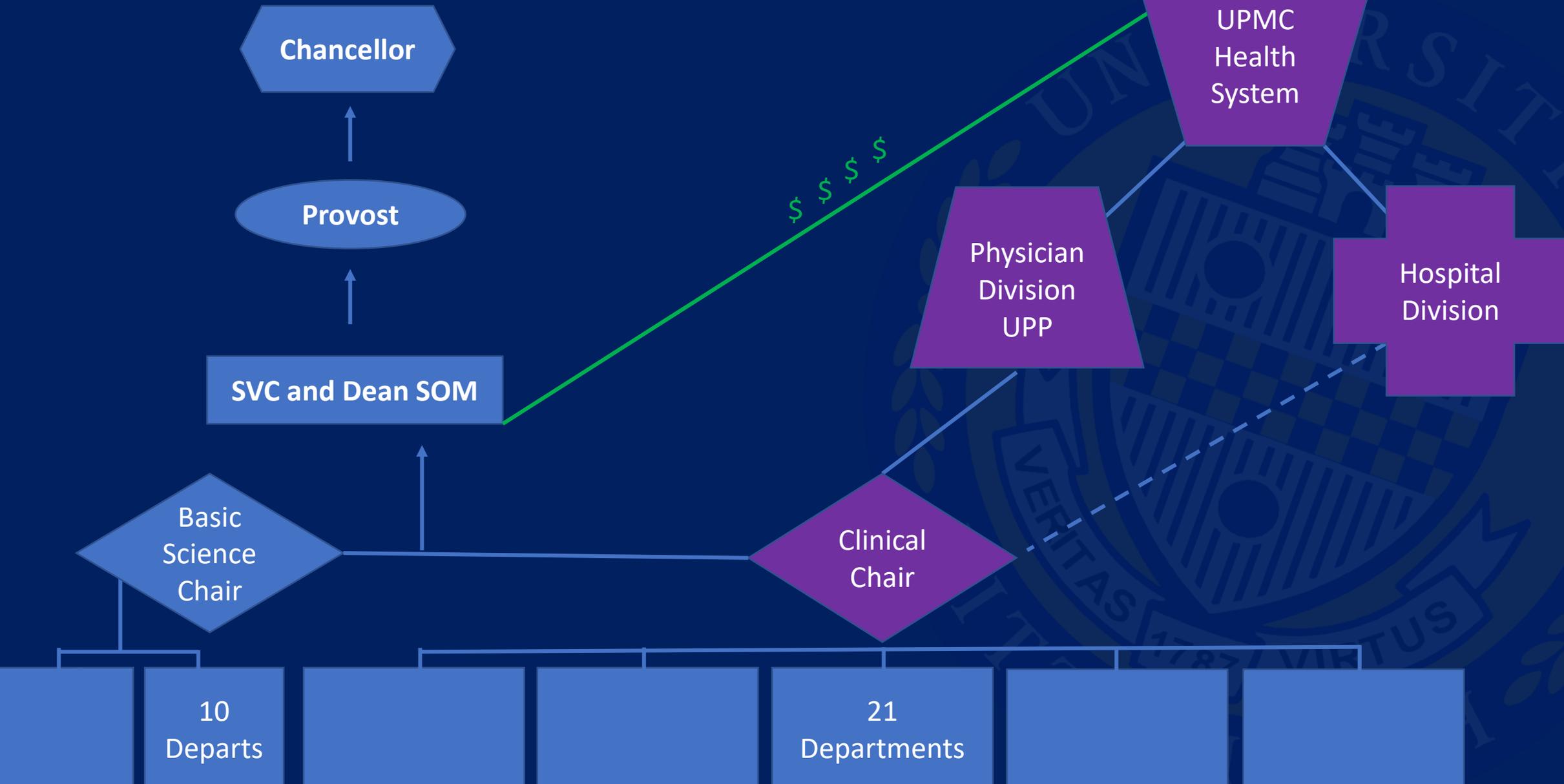
University of Pittsburgh Structure



University of Pittsburgh SOM



UPitt and UPMC



Dual Appointment

UPP/UPMC

- *Clinical practice*

UPSOM

- *Faculty position*

Career Progression

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<http://medfaculty.pitt.edu/>

Academic Development

- Work with your Department Chair and Division Chief
- BE PROACTIVE = seek out advice
- Get involved with Teaching at School of Medicine
- Identify your mentoring team
- Network, Network, Network



Academic Development

- Sustained scholarship and contribution by excellence in:
 - Teaching
 - Contributions to knowledge through investigation
 - Service

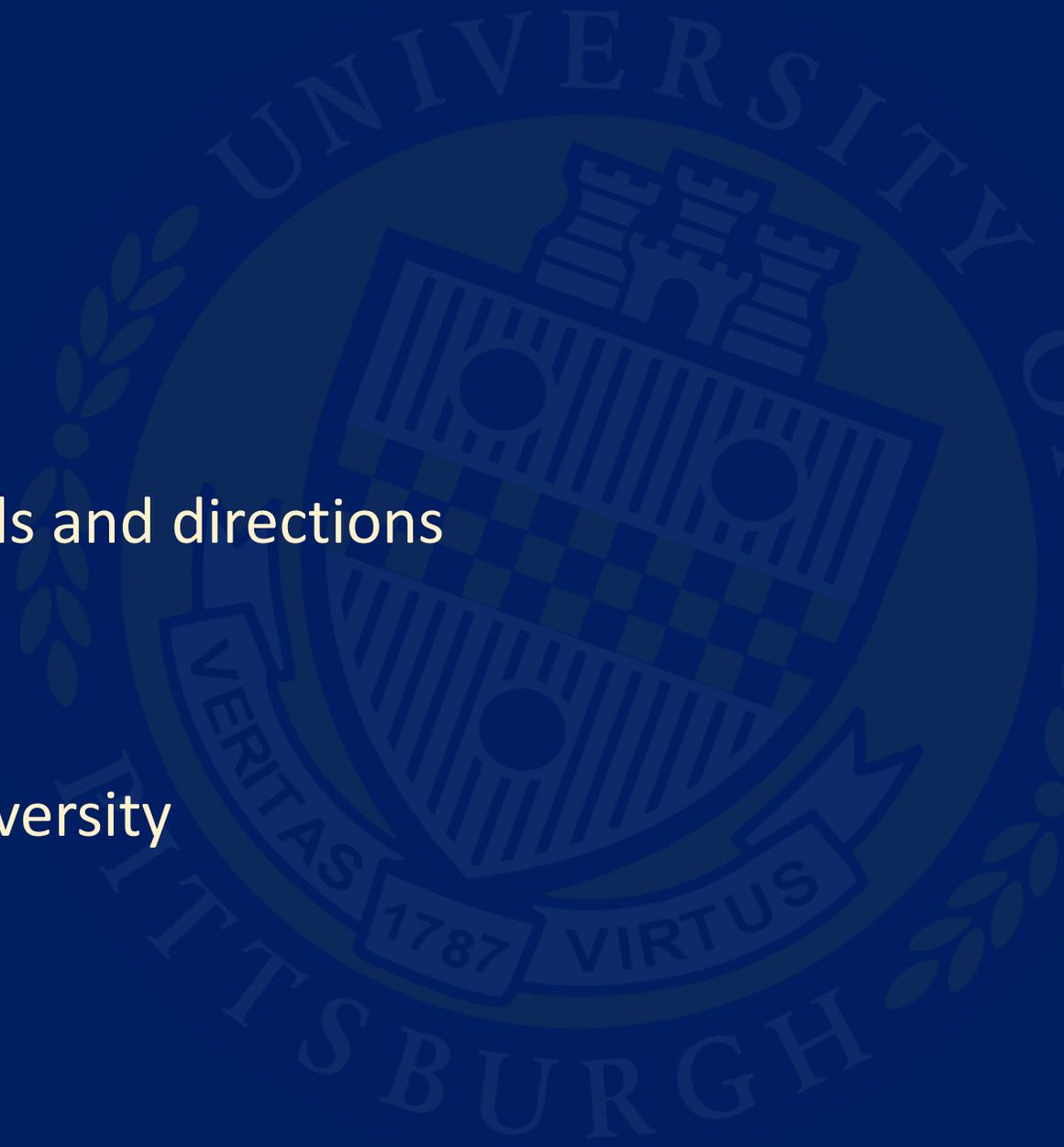


Career Progression

- Consistent theme
- Progression to senior author on manuscripts
- Publications without mentor
- Steady or increasing publication rate
- Publication in high impact journals
- Citations by others in field
- Metrics: h-index
- Regional, National, International Reputation
 - Invited talks, visiting professorships, national and international conferences, editorial boards, study sections, leadership roles in professional societies and organizations, VA only in some cases

How can you be valuable

- Increase participation and visibility
- Bring in funding
- Contribute to the Department
- Align your activities with strategic goals and directions
- Be collegial and professional
- Build your Rolodex = networking
- Collaborations within and outside University

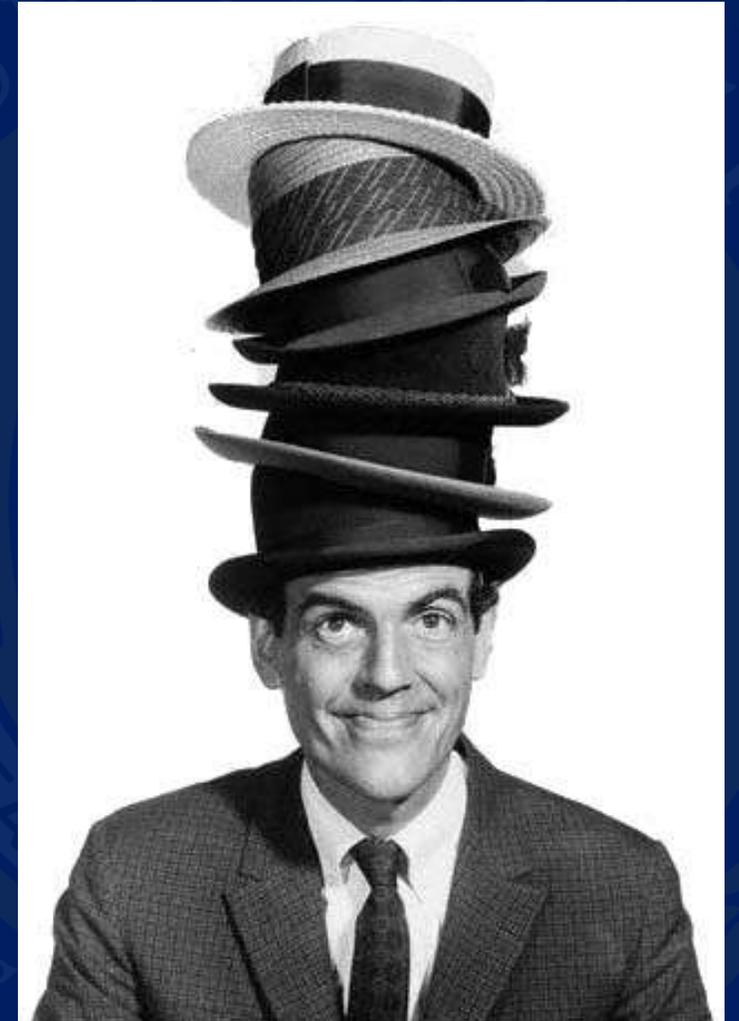


Mentorship

- Identify mentors
- Own your mentoring experience
- Prepare for meetings
- Be challenged and reflect



NETWORK: Mentors, Coaches, Advocates, Advisors



Tenure



Tenure Characteristics

- Outstanding record of sustained originality, independence, leadership and continued productivity in scholarly activity
- Scholarship ranked among the most worthy in the field
- Compelling promise of continued trajectory of creativity
- Continuing resources to sustain scholarship
 - Continuing, peer-reviewed, extramural funding
- Scholarship that is impactful on the field of study
- Skilled in, and dedicated to, high quality, effective teaching
- Publication in high-impact journals

Tenure Track

- 20-25% of SOM Faculty (TS/T)
- Much higher in other Pitt schools
- Permanent employment contract
- no “guaranteed” salary



Tenure Stream

- 10-year clock
- Mid-Course Review
 - All faculty in tenure stream
 - Due by end 5th year
- Department decision to support tenure by end 8th year
- Notified of termination by end of 9th year
- Type B removal from tenure stream
 - Type A gone
 - Type E pandemic
- Modifications to Clock
 - Family or medical leave
 - Childbirth/Adoption: year of birth/adoption excluded from clock, no permission needed, just notify OFA, applies to both parents
 - Maximum 13 years to tenure

“Classic” Funding for Tenure

- Continuing (past and current)
- Peer-reviewed
- Extramural
- Examples
 - K series – to – RO1
 - 2 RO1s
 - RO1 renewed
 - VA Merit
 - DoD
 - ACS (American Cancer Society)
- Not always a requirement – can be nuance



Appointments



Appointment

- Offer letter from Depart Chair - approved by OFA, Dean/SVC, Health System
- Nominated to a rank/tenure – pending committee review
- *Historically* faculty came in as “visiting” category till appointment process complete
- *Currently* given 6 weeks after signing contract to have portfolio uploaded to Henry
- Comes in as “under committee review” (UCR)
- Appointment/Promotions committee process
- Entire process must be done in a calendar year

Promotions



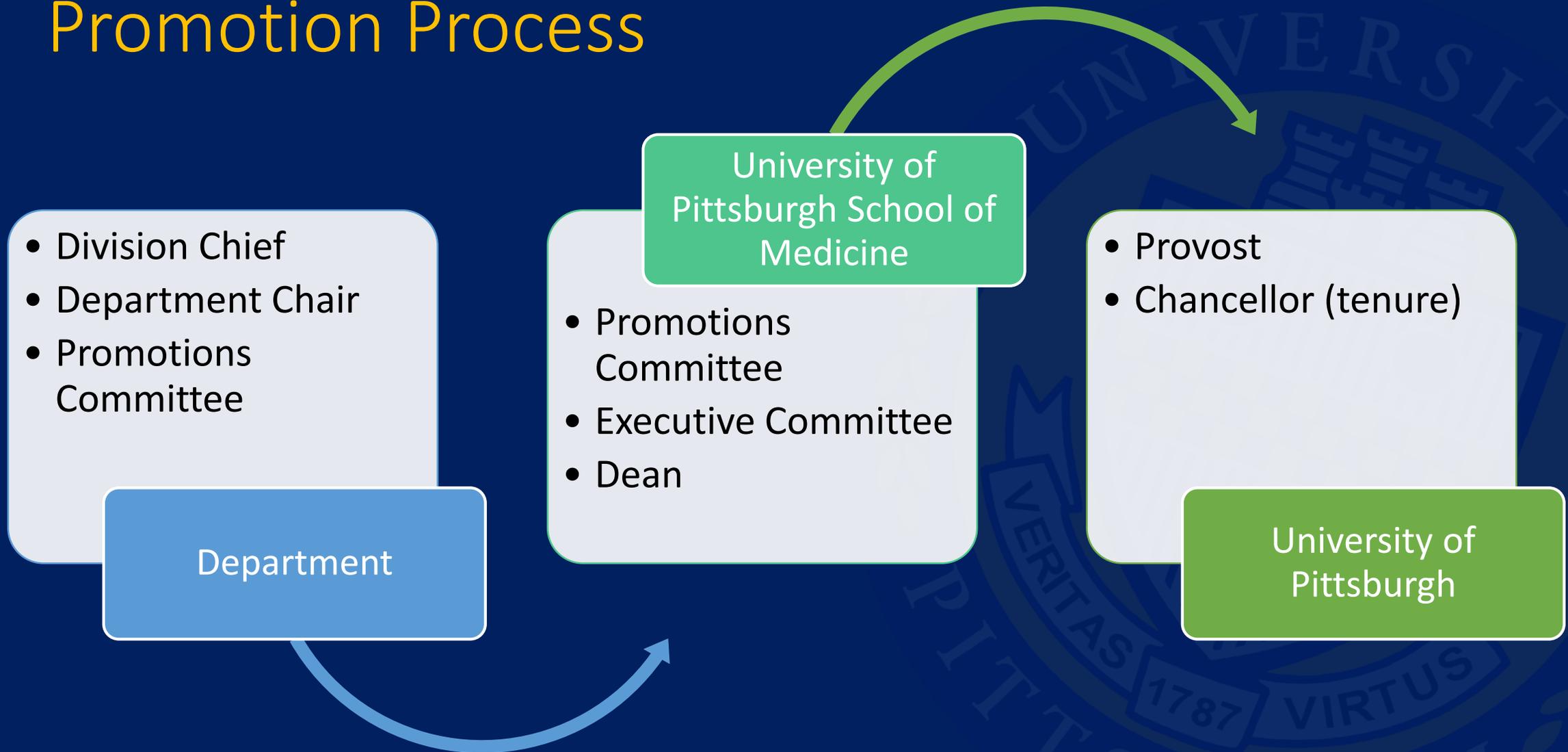
Time-in-rank = not criterion

Promotion Process

- Department Chair
- Department Promotions Committee
- SOM Standing Committee
 - AFPA, NTFPA, TFPA
 - Subcommittee review, report, presentation to full committee
 - Full committee review and vote
- SOM Executive Committee
 - Review TFPA Committee Recommendation
 - Dean's input
 - Vote
- SVC
- Provost
- Chancellor (for tenure)



Promotion Process



Requirements for Promotion

- Sustained scholarship and contribution - by excellence in:
 - Teaching
 - Contributions to knowledge through investigation
 - Service



Teaching

- No teaching = no promotion
- Excellence documented: teaching evaluations, awards and prizes, success of mentees and students
- Settings
 - Traditionally: classroom, seminars, conferences
 - Clinically: clinic, bedside, wards, OR
 - Scientifically: laboratory, bench
 - Other: mentoring, counseling, evaluating, coaching, precepting, supervising
- Students
 - Medical students
 - Graduate students
 - Residents/fellows
 - Post-docs
 - Other learners (eg APPs, pharm, etc.)

Contributions to Knowledge through Discovery

- Research
 - Basic science, translational, outcomes, clinical
 - Essential contributions to team science
- Peer Reviewed Publications
- Scholarship
 - Textbooks, book chapters, abstracts, curricula, symposium, conferences
- Publication Equivalent Scholarly Products (PESP)
 - Fulfil 3 criteria: 1) disseminated, 2) peer reviewed, 3) able to be applied by and built upon by others
 - Examples: AAMC MedEd Portal products, Clinical Practice Guidelines, Web-based curricula, peer reviewed, published abstracts, etc.

Service

- *Internal*: participation in activities of Department, SOM, or University
 - Committee work
 - Administrative activities
 - Clinical care and clinical accomplishments
- *External*: participation study sections, reviewing/editing for journals, service to professional societies and organizations

Curriculum Vitae

- May be your most important document
- Chronicles your contributions – your portfolio
- Pitt Format
- Do it YOURSELF
- Keep it updated and detailed
- TEACHING, RESEARCH, SERVICE
- Essential contributions to team science noted



Executive Summary

- 3-5 pages
- YOUR story...you tell it...
- YOUR responsibility...you do it
- Sections
 - Education and Training
 - Academic and Clinical Positions
 - Research Activities
 - Essential contributions to team science
 - Teaching and Mentorship
 - Service and Administrative Responsibilities



**UNIVERSITY OF PITTSBURGH SCHOOL OF MEDICINE
GUIDELINES FOR FACULTY APPOINTMENT AND
PROMOTION**

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Associate Professor

- Generally a minimum 5 years as Assistant Professor
- Creation of strong body of impactful scholarship
- Local, regional, and developing national reputation
- Effective teaching as evidenced by evaluations/reviews, awards/prizes
- Strong service record



Professor

- Generally 5-7 years as Associate Professor
- Sustained trajectory of contribution and career progression with increasing responsibilities and accomplishments over time, ranking among the foremost leaders in their field
- Effective teaching as evidenced by evaluations/reviews, awards/prizes
- National and International reputation
- Strong service record



Tracks and Pathways



Tracks and Pathways

		Non-Tenure Track				Tenure Track/Tenure
Clinical Prefix	Adjunct Prefix	Visiting Prefix	Research Prefix	PATHWAYS No Prefix		PATHWAYS No Prefix
Serves as a preceptor of students or trainees in clinical skills within the University or another setting; or provides clinical services to the health system. No University Salary or benefits provided.	Primary employment outside an academic unit of the University. May participate in collaborative projects within the University setting. No University salary or benefits provided.	Temporary appointment; usually for not more than one academic year.	Primarily research activities; minimal to no teaching responsibilities; collaborative and/or supportive role in research projects.	CLINICIAN- LEADER	Professor	INVESTIGATOR- EDUCATOR
				CLINICIAN - EDUCATOR		
				CLINICIAN - INVESTIGATOR	Assistant Professor	CLINICIAN- INVESTIGATOR
				INVESTIGATOR - EDUCATOR		Instructor

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				CLINICIAN - EDUCATOR		
				CLINICIAN - INVESTIGATOR	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR
				INVESTIGATOR - EDUCATOR	INVESTIGATOR - EDUCATOR	INVESTIGATOR - EDUCATOR
					PROFESSOR	PROFESSOR
					CLINICIAN - INVESTIGATOR	CLINICIAN - INVESTIGATOR
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				CLINICIAN - EDUCATOR		CLINICIAN- INVESTIGATOR
			INVESTIGATOR - EDUCATOR			CLINICIAN- INVESTIGATOR
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				CLINICIAN - EDUCATOR		
				CLINICIAN - INVESTIGATOR	Assistant Professor	CLINICIAN- INVESTIGATOR
				INVESTIGATOR - EDUCATOR		CLINICIAN - EDUCATOR
					Instructor	

Academic Tracks and Pathways

- Work with your Division Chief/Department Chair to determine the best pathway for you
- Everyone has a different balance
- Pathways help you focus your efforts and highlight your strengths
- NOT silos





Pathways

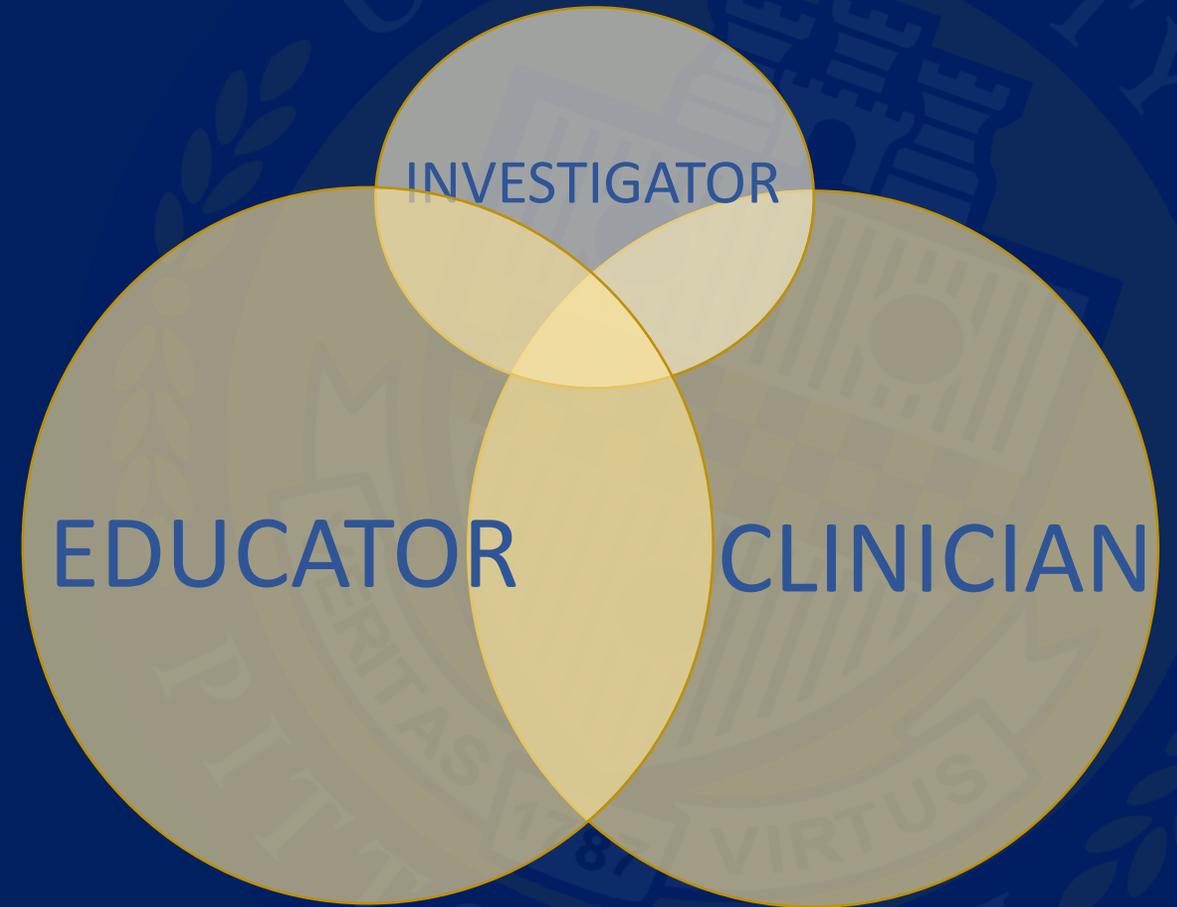
Pathways

- Conceptual framework used to describe faculty's scholarly contributions
- Careers may overlap and extend beyond a single pathway
- Not seen as limiting silos
- Accomplishments from more than one Pathway may apply for promotion



Clinician - Educator

- Devotes significant effort to both Clinical Programs of the Health System and Educational Programs of School of Medicine and beyond
 - Teaching
 - Educational leadership
 - Program, Fellowship, Course Director
 - Often non-tenure track
 - Scholarship in Education
 - Publication Equivalent Scholarly Products

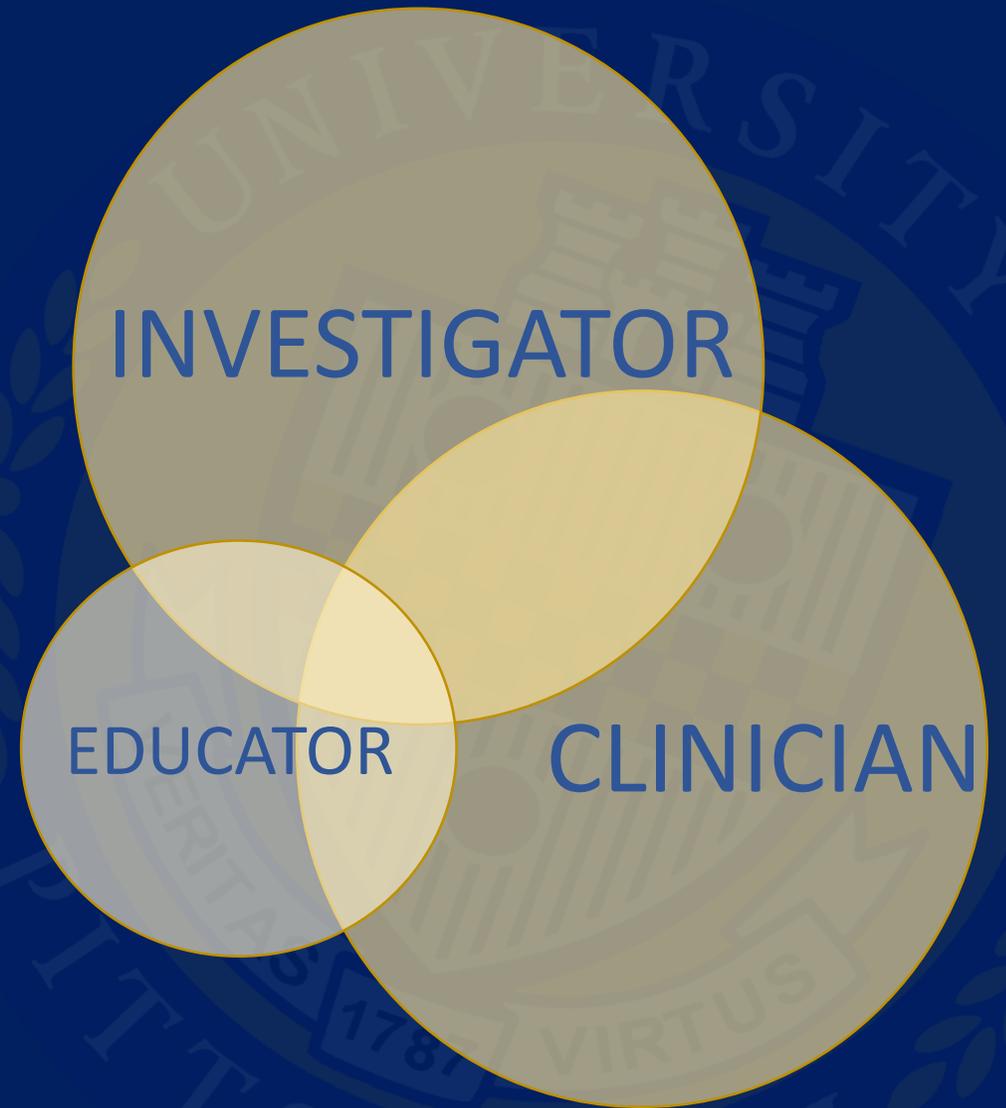


Scholarship in Education

- Unique form of teaching or education must demonstrate sustained depth and commitment
- Designs/creates/organizes, imparts, and evaluates/assesses knowledge associated with clinical care
- Results in original peer reviewed publications or publication equivalent scholarly products
- **Publication Equivalent Scholarly Products (PESP)**
 - Fulfil 3 criteria: 1) disseminated, 2) peer reviewed, 3) able to be applied by and built upon by others
 - Examples: AAMC MedEd Portal products, Clinical Practice Guidelines, Web-based curricula, peer reviewed, published abstracts, etc.

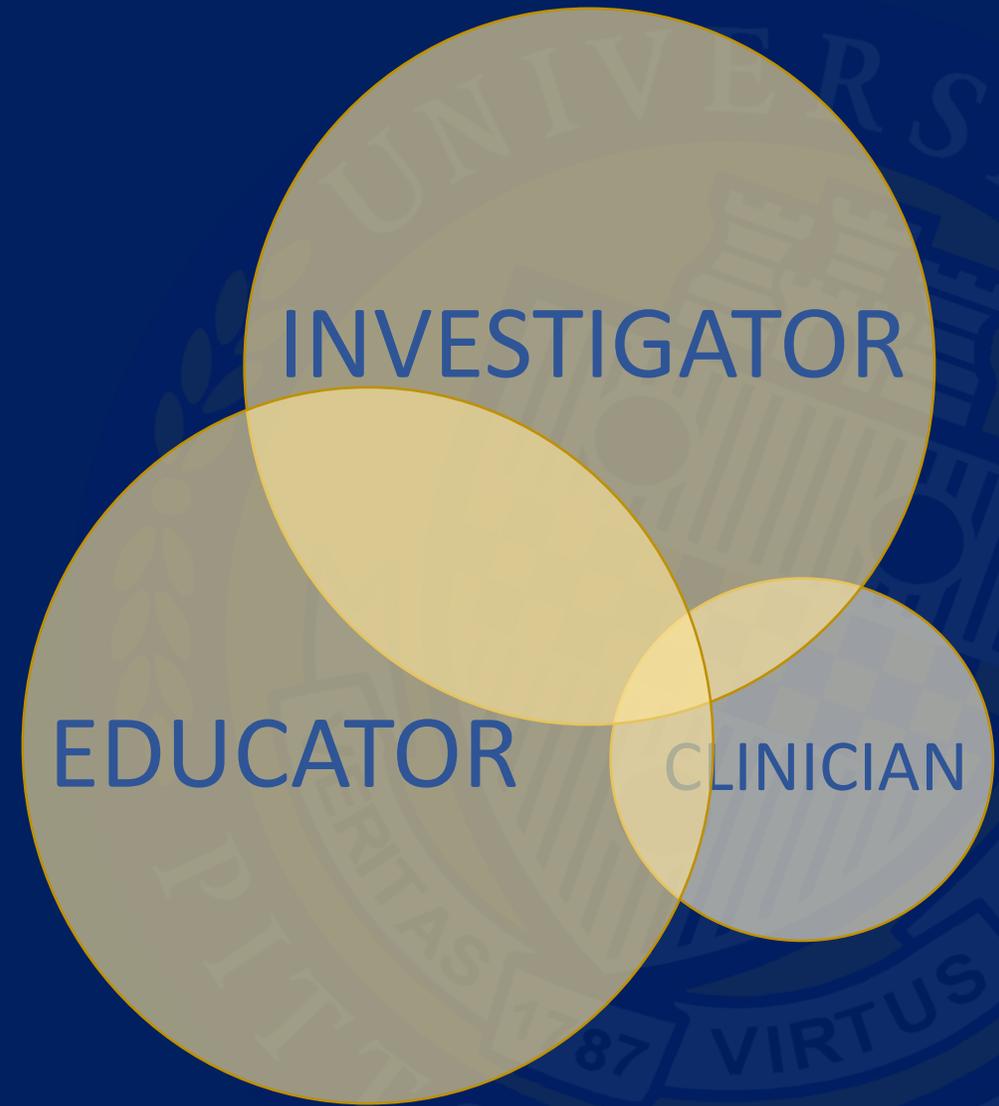
Clinician - Investigator

- Devotes significant effort to both Clinical Programs of the Health System and Research Programs of School of Medicine
 - Independent and Collaborative Research
 - Clinical Care
 - Clinical service functions
 - Teaching
 - Often non-tenure track physician-scientist



Investigator - Educator

- Devotes significant effort to both Research Programs of the Health System and Educational Programs of School of Medicine
 - Independent – funded research
 - Educate next generation of investigators
 - Grad students, post docs, medical students
 - MD, PhD, MD/PhD
 - May have clinical effort
 - Often Tenure Track



Clinician - Leader

- Devotes significant effort to both Clinical Programs of the Health System and Leadership Roles in the Health System, Health Plan, or University and School of Medicine
 - Clinical programs
 - Administrative roles
 - Collaborative research
 - Teaching of all kinds
 - Quality and Safety programs
 - Publication Equivalent Scholarly Products



Clinical Prefix: voluntary faculty

- 90% effort in clinical care
- Teach trainees and/or students
- May be involved in clinical research
- Service to the UPSOM mission
 - Departmental projects
 - Community programs
 - Advance clinical missions
- A volunteer faculty position-not employees of the University of Pittsburgh = UPP only (VA only in some cases)



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Other items

Annual Faculty Performance Evaluation (FPE)

- Opportunity to review progress and milestones with Chief/Chair
- Use it as a mentoring experience
- Clarify Expectations
- Set Goals



Team Science

- Increasing recognition
- Essential contribution to team science
 - E.g. leaders of core facilities , statisticians who make signif contribution
- Still important to have significant first/senior author papers
- Important to make your role clear
 - Brief description on CV
 - Executive Summary



Entrepreneurship

- New recognition
- Contributions to SOM, University, larger community
- Examples
 - Patents
 - Copyrights
 - Intellectual property
 - Funding
 - Commercialization of research into options, license, new company formation

Resources for Educators and Researchers

- University
- Schools of Health Sciences – Senior Vice Chancellor
 - Office of Academic Career Development
 - Office of Research
- School of Medicine
 - Office Faculty Affairs
 - Office of Medical Education (OMED)
 - Academy of Master Educators (AME)
 - Spring Board and CAMP
 - CTSI and ICRE
- SOM – UPMC
 - Center for Continuing Education in Health Sciences
 - UPMC Faculty Development Office



Pitt Email Account

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Stay in touch

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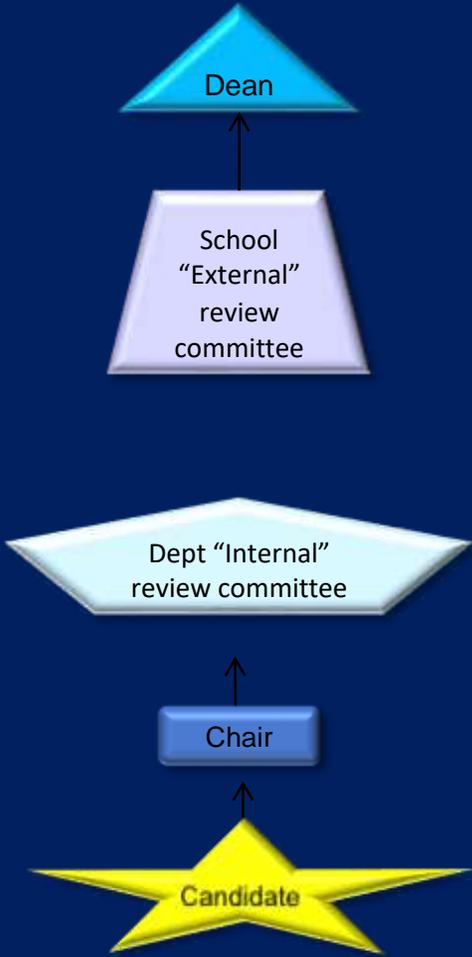
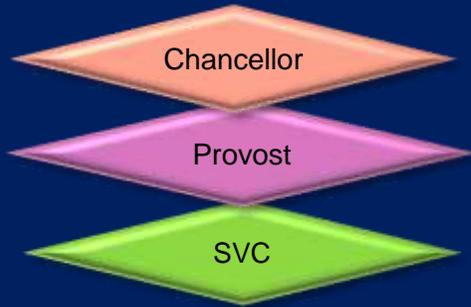
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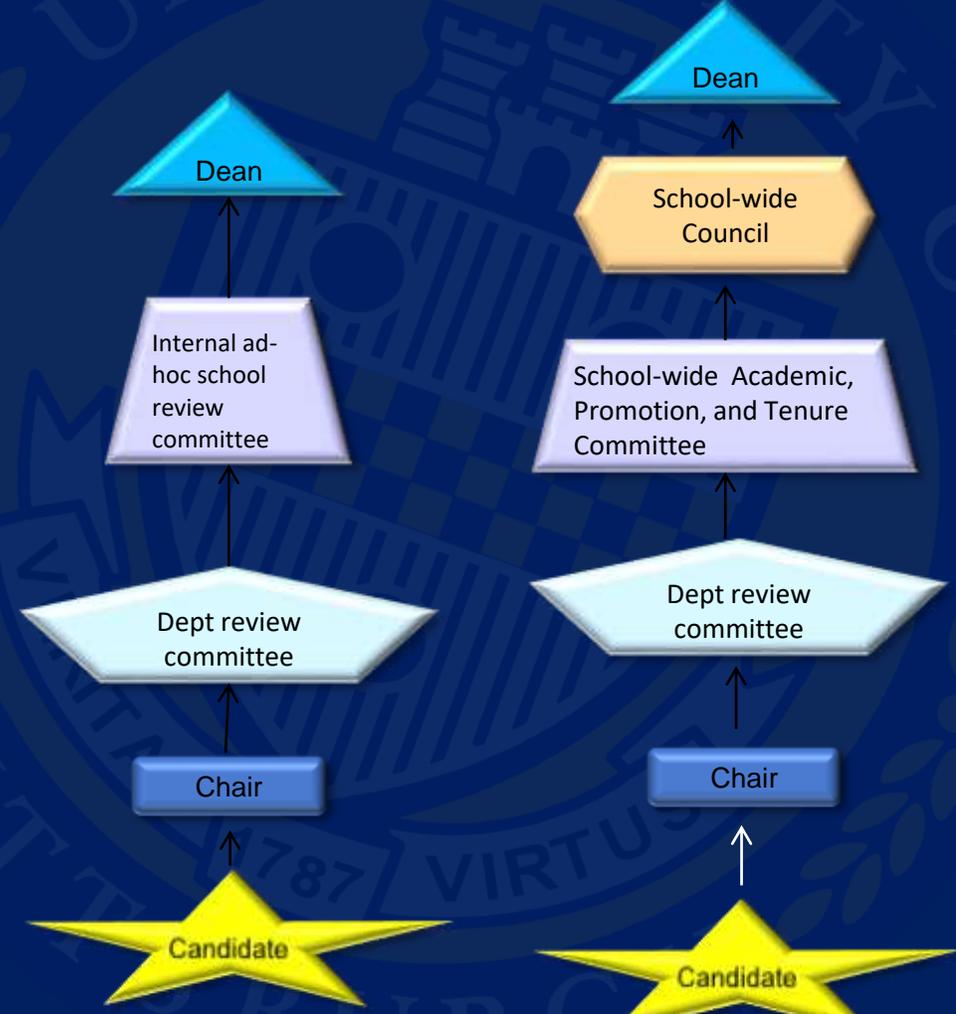
H&RS



Pharmacy



Dental



GSPH