



Navigating Appointment and Promotions

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Vice Dean for Faculty Affairs

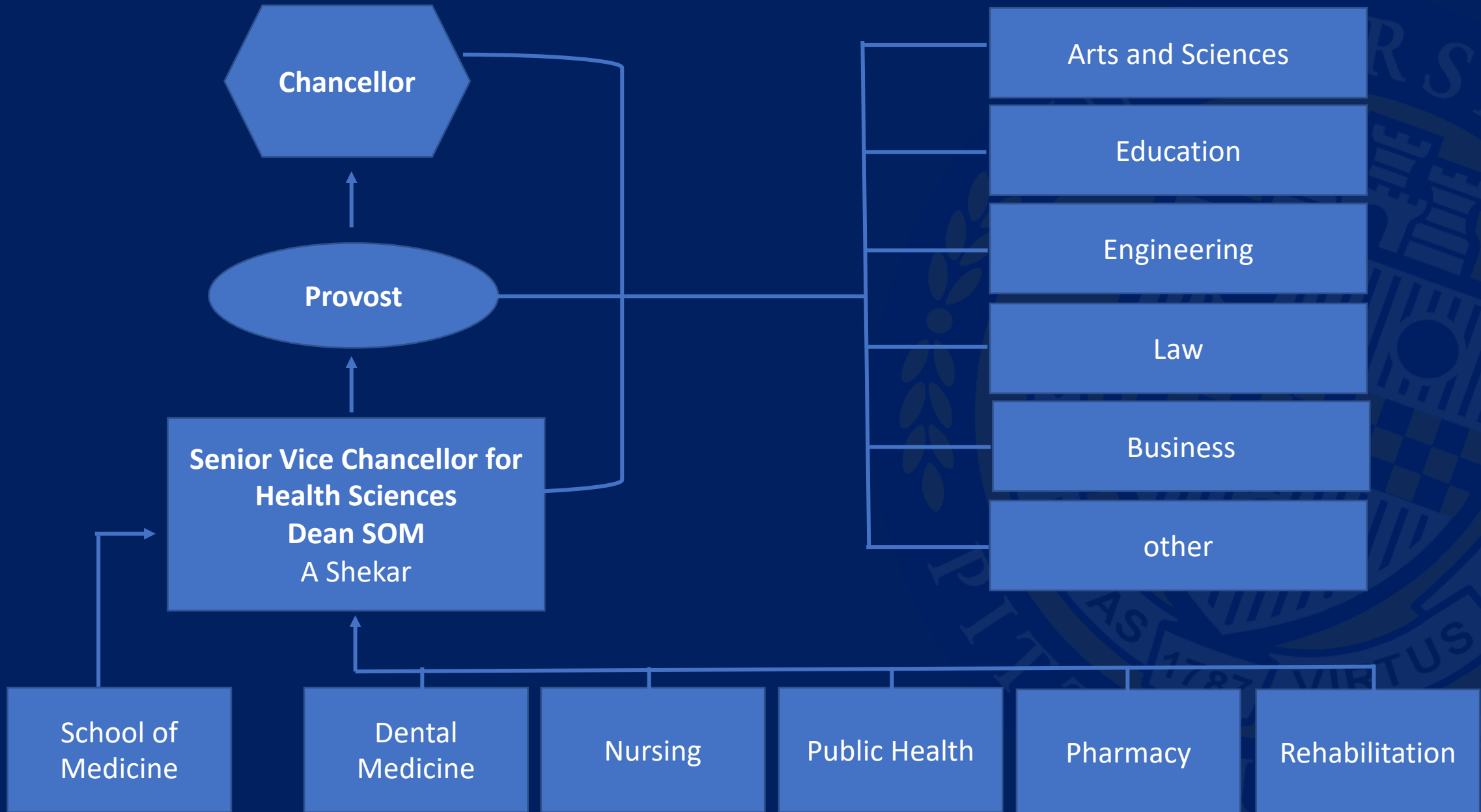
Ross H. Musgrave Endowed Chair of Pediatric Plastic Surgery
Executive Vice Chair, Department of Plastic Surgery



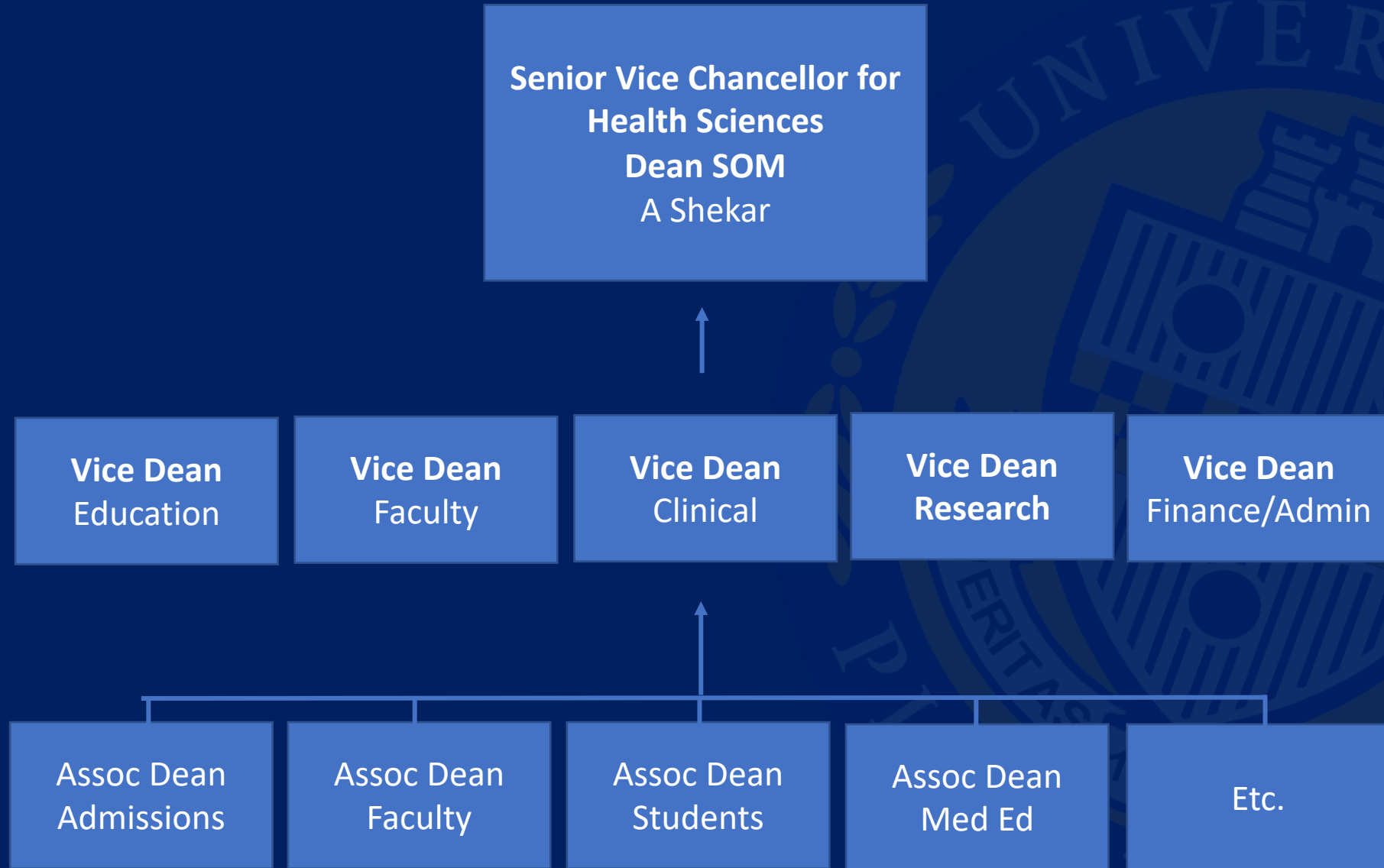
University and Health System



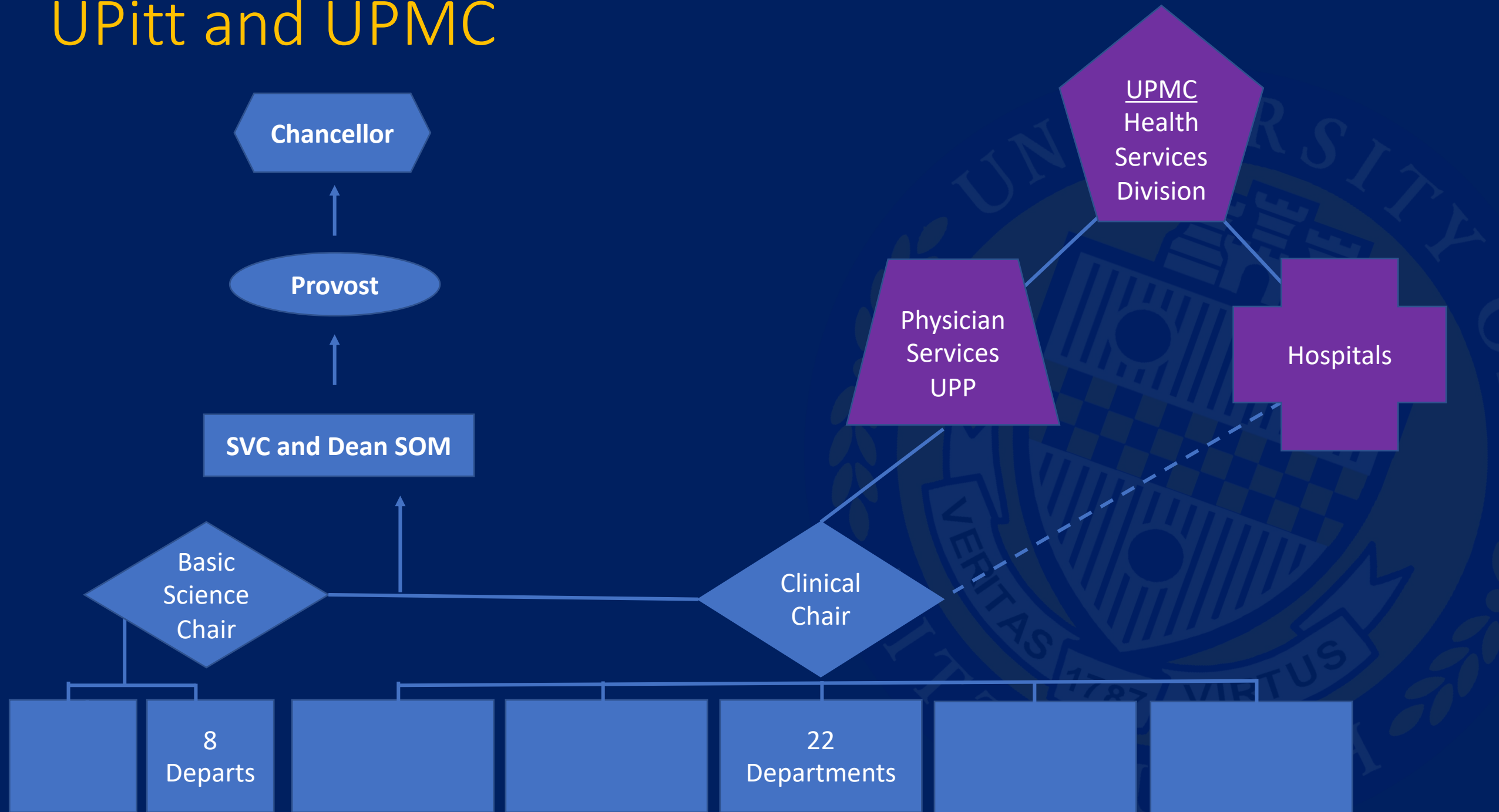
University of Pittsburgh Structure



University of Pittsburgh SOM



UPitt and UPMC



UPP/UPMC

A Venn diagram with two overlapping circles. The left circle is labeled 'UPP/UPMC' and contains the text 'Clinical practice'. The right circle is labeled 'SOM' and contains the text 'Faculty position'. The overlapping area in the center is a darker shade of yellow.

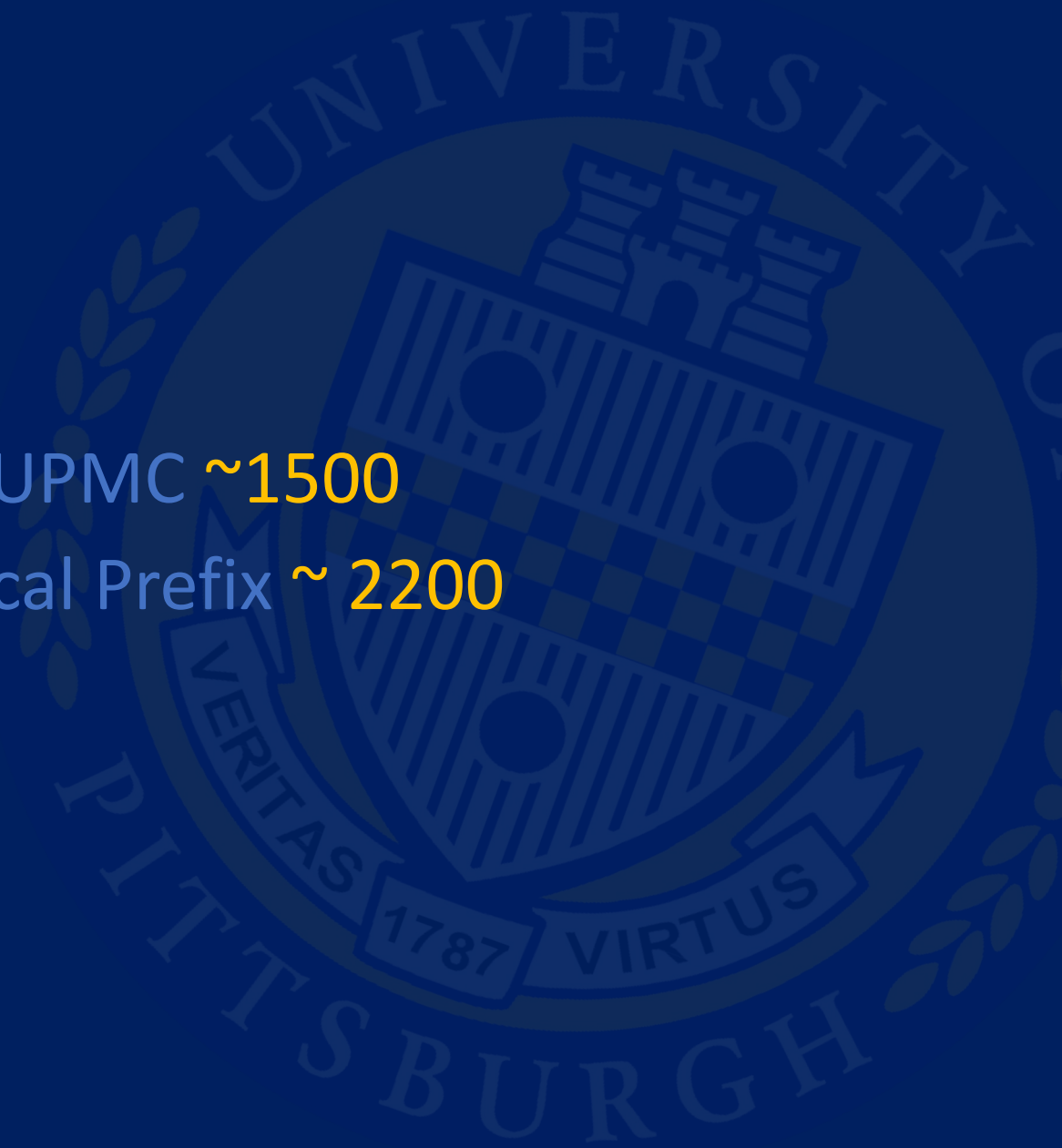
- *Clinical practice*

SOM

- *Faculty position*

SOM Appointments

1. Pitt SOM only ~ 1000
2. Dually employed Pitt SOM and UPMC ~1500
3. UPP only = voluntary SOM Clinical Prefix ~ 2200



Career Progression



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

Career Development + Promotion

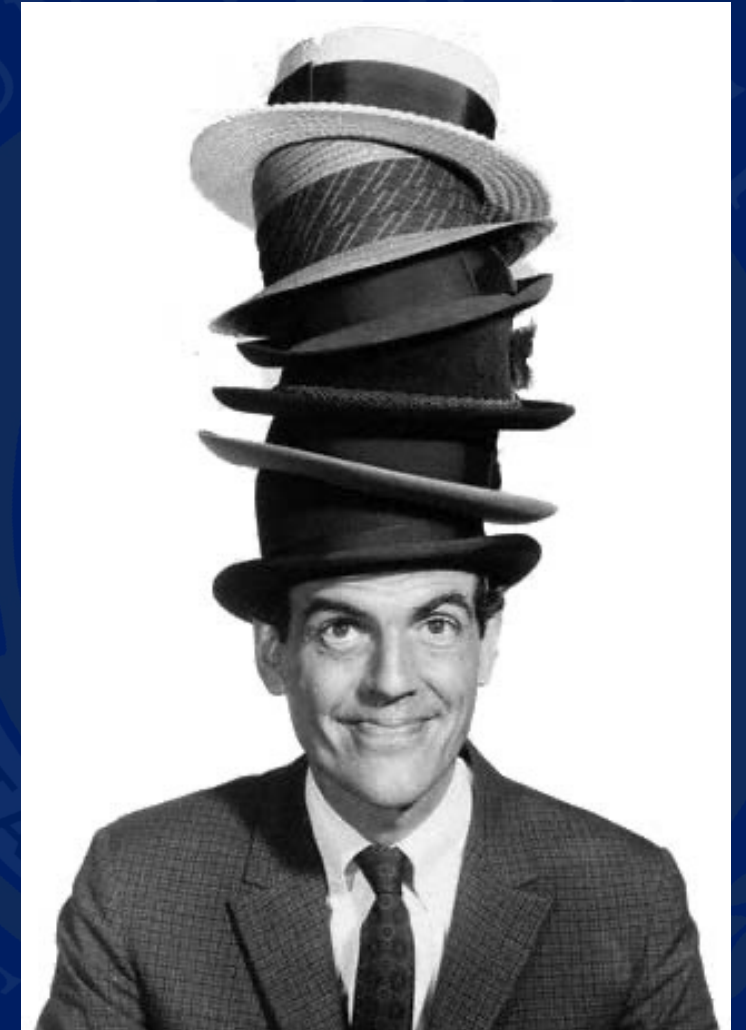
- Sustained contribution by excellence in:
 1. Teaching
 2. Contributions to knowledge through investigation/scholarship
 3. Service



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

NETWORK: Mentors, Coaches, Advocates, Advisors







Tracks and Pathways



Tracks and Pathways

		Non-Tenure Track Appointment Stream						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	CLINICIAN - EDUCATOR	CLINICIAN - INVESTIGATOR	INVESTIGATOR - EDUCATOR	Professor	Associate Professor	Assistant Professor	Instructor
								INVESTIGATOR- EDUCATOR		CLINICIAN- INVESTIGATOR	CLINICIAN - EDUCATOR

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				CLINICIAN - INVESTIGATOR						Assistant Professor		
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				INVESTIGATOR - EDUCATOR		Instructor	CLINICIAN - EDUCATOR



Pathways

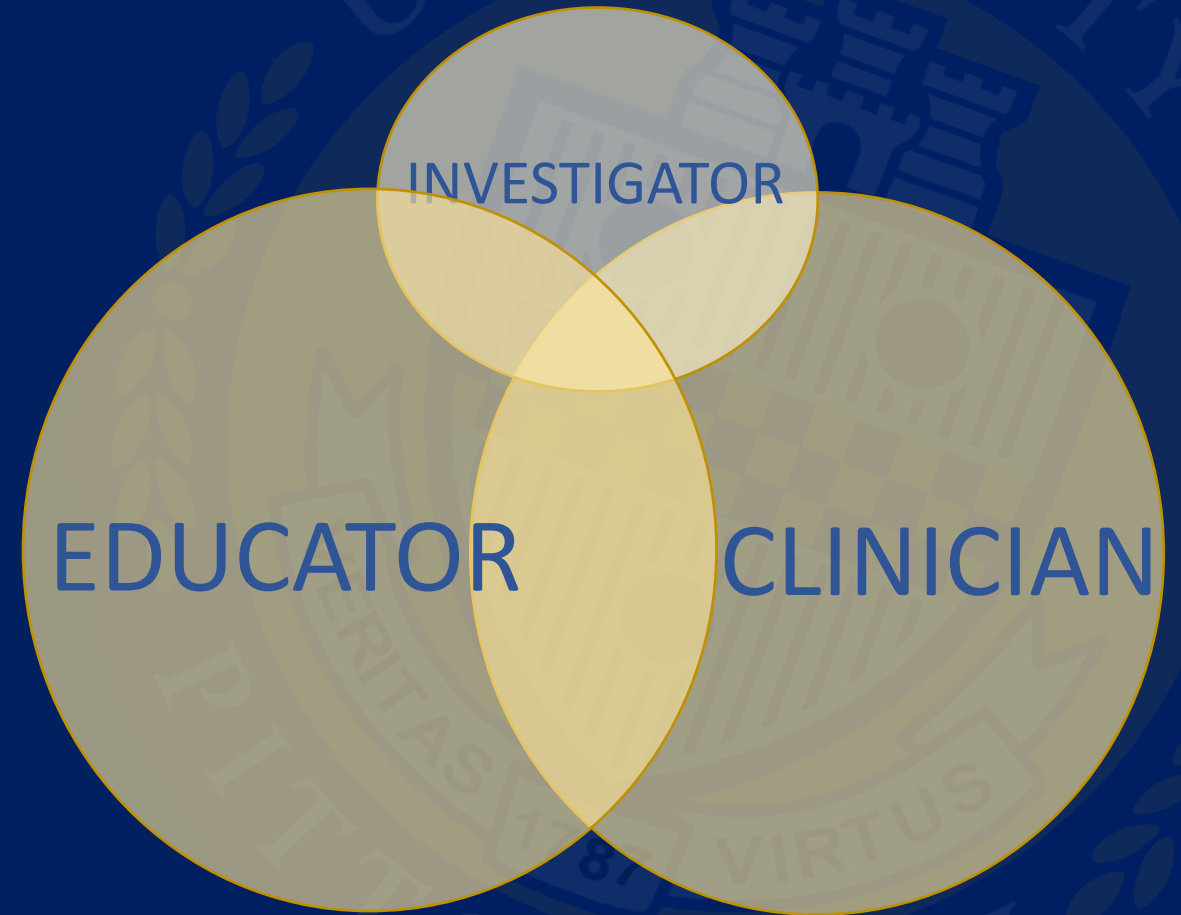
Pathways

- 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 Appointment Stream
 - Scholarship in Education
 - Publication Equivalent Scholarly Products



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 Appointment Stream physician-scientist



Investigator - Educator

- Devotes significant effort to both Research Programs 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
 - Appointment Stream



Tenure



Tenure Characteristics

- The primary requirement for tenure is an outstanding record of *sustained independent scholarship* that results in the faculty becoming identified among the worthiest top scholars and leaders in their field.

+

- Independent scholarship must provide compelling promise of a continued trajectory of creativity and the *resources to sustain it* (i.e. funding that is most often federal and peer reviewed).

Tenure Stream

- 10-year clock
- 20-25% Faculty SOM T/TS
- Permanent employment contract, not guaranteed salary
- Mid-Course Review
 - Due by end 5th year
- 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

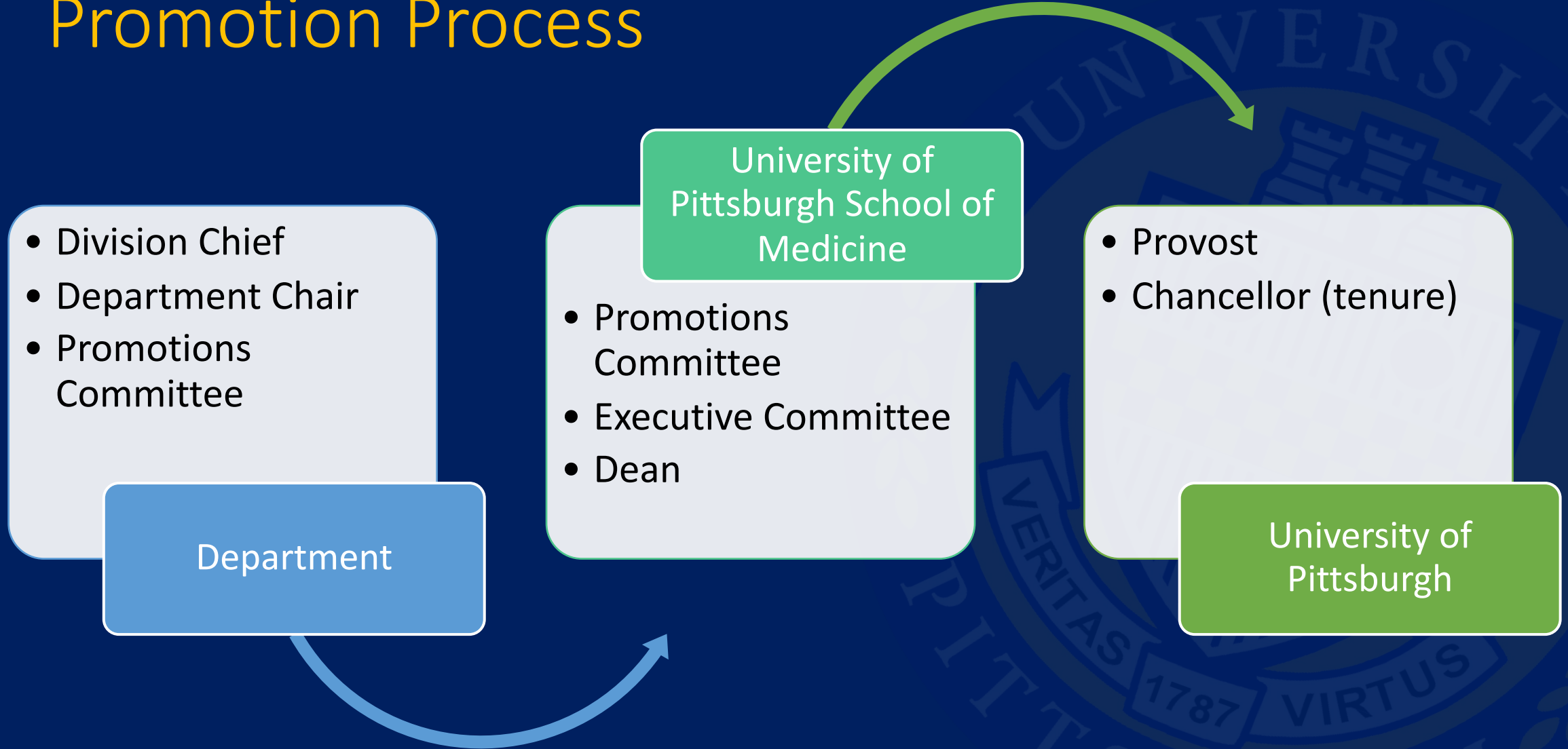




Promotions



Promotion Process



Time-in-rank \neq promotion

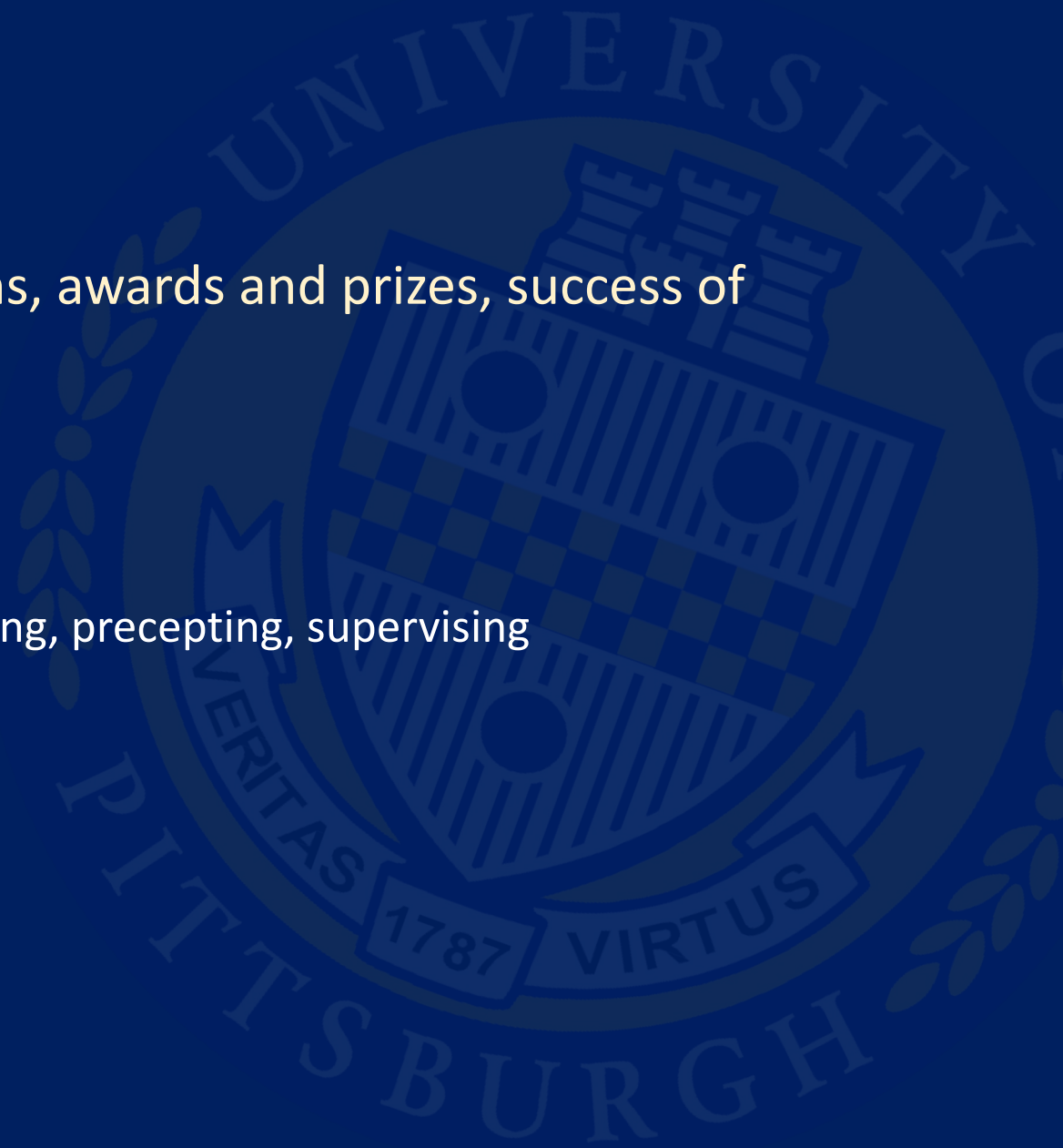
Career Development + Promotion

- Sustained contribution by excellence in:
 1. Teaching
 2. Contributions to knowledge through investigation/scholarship
 3. 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.)



Service

- No service = no promotion
- *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
- DEI section

Investigation and Scholarship

- Investigation

- Research: Basic science, translational, outcomes, clinical
- Essential contributions to *team science*
- Peer reviewed publications

- Scholarship

- Product – not an activity
- Scholarship of....Education, Service, Digital/Social Media, Commercialization/Entrepreneurship
 - Working in free clinic = **activity** of service vs. creating Mobile Derm Clinic = *scholarship* of service
- Publication Equivalent Scholarly Products (PESP)
 - Textbooks, book chapters, abstracts, curricula, symposium, conferences



Publication Equivalent Scholarly Products (PESP)

- 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.

Scholarship	Tenure Stream		Appointment Stream	
	Associate Professor	Professor	Associate Professor	Professor
CE	15	30	10	20
CI	15	40	15	30
IE	15	40	15	30
CL			10	20

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
- Scholarship per Pathway



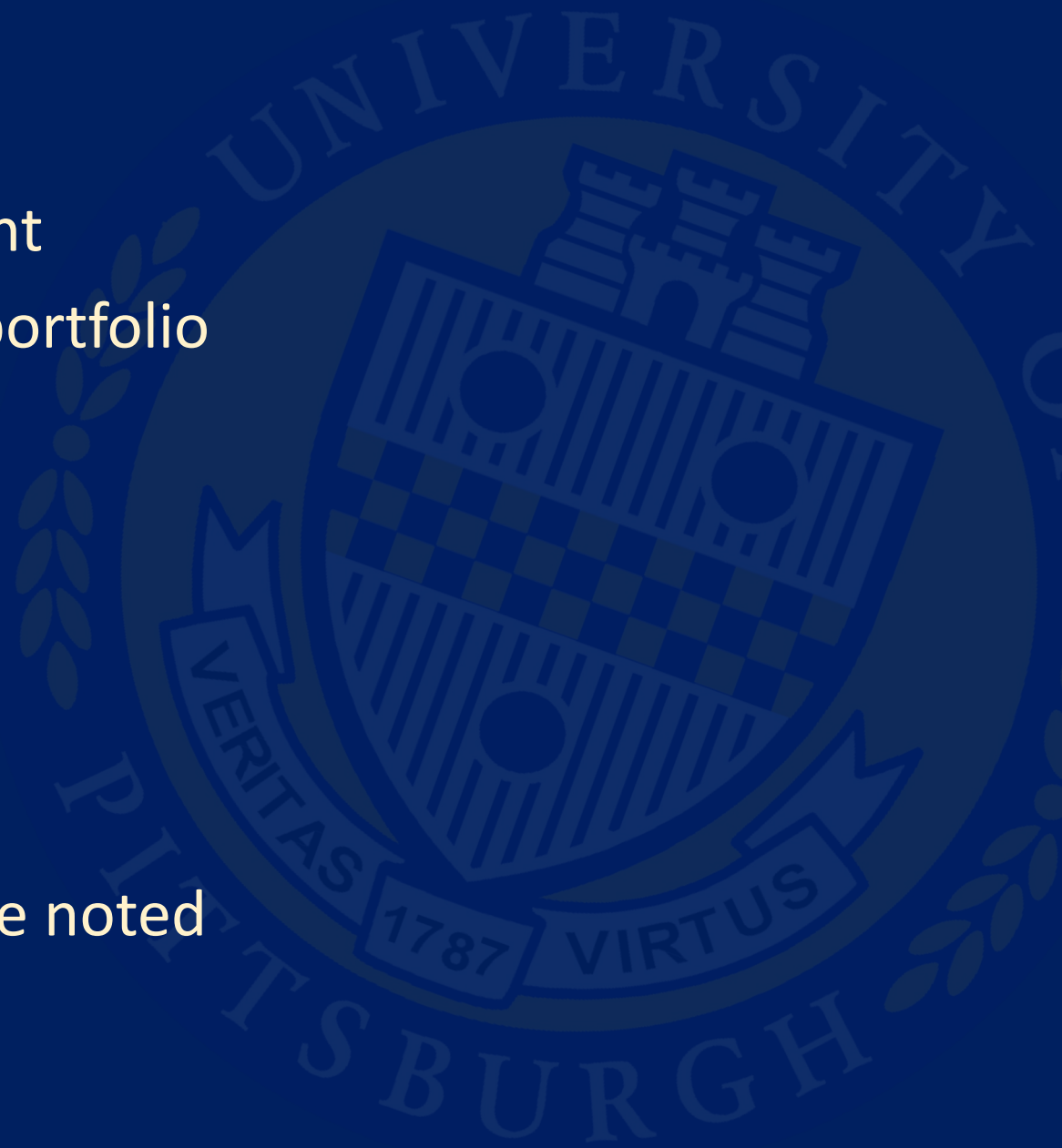
Professor

- 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
- Scholarship per Pathway

Scholarship	Tenure Stream		Appointment Stream	
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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
- DEI
- Essential contributions to team science noted



Executive Summary

- 3-5 pages
- 3rd person
- 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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Other items

Annual Faculty Performance Evaluation (FPE)

- Opportunity to review progress and milestones with Chief/Chair
- Tool for Career Progression
- Use it as a mentoring experience
- Clarify Expectations
- Set Goals
- NEW: On-Line roll out 2020



Team Science

- Increasing recognition – counts toward Promotion
- 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

Digital and Social Media

- New recognition
- Contributions to SOM, University, larger community
- Worksheet to calc PESP



Pitt Email Account

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Stay in touch

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