Faculty Development and Career Advancement

Peter Snyder, MD
Associate Dean

Office of Faculty Affairs & Development
AGENDA
Friday, August 7, 2020
via Zoom (Presenters in East Room)

8:30-8:45 am  Welcome
Pat Winokur, MD, Executive Dean
Carver College of Medicine

8:45-9:30 am  Overview of Faculty Development and Promotion and Tenure
Peter Snyder, MD, Associate Dean for Faculty Affairs and Development
Professor, Department of Internal Medicine

9:30-9:35 am  Break

9:35-10:15 am  Peer Coaching Panel (via Zoom breakout rooms)
Faculty representing various ranks and tracks will answer your questions, and share insights and advice regarding annual reviews, promotion, and University processes.

<table>
<thead>
<tr>
<th>Clinical Track</th>
<th>Tenure Track</th>
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<tbody>
<tr>
<td>Amy Stier, Pediatrics</td>
<td>Scott Lieberman, Pediatrics</td>
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<td>Krista Johnson, Internal Medicine</td>
<td>Brandon Davies, Biochemistry</td>
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<td>Deborah Lin-Dyken, Pediatrics</td>
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<td>Kelly Vinquist, Psychiatry</td>
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10:15-10:20 am  Break

10:20-10:35 am  Teaching

- Office of Student Affairs and Curriculum  David Asprey, PhD
- Office of Consultation and Research in Medical Education  Jane Miller, PhD
- Division of Continuing Medical Education  Joe Szot, MD / Greg Nelson
Outline

• Random advice
• Introduction to OFAD
• Faculty track structure
• Faculty development
• Mentoring relationships
• Faculty review processes
• Promotion process
• Wellness options to enhance your personal and professional life
Random Advice

• Focus on your passion
Random Advice

- Focus on your passion
- Collaborate widely
Random Advice

- Focus on your passion
- Collaborate widely
- Identify mentors
Random Advice

- Focus on your passion
- Collaborate widely
- Identify mentors
- Embrace change—reinvent yourself
Random Advice

• Focus on your passion
• Collaborate widely
• Identify mentors
• Embrace change—reinvent yourself
• Get out of your comfort zone
Random Advice

• Focus on your passion
• Collaborate widely
• Identify mentors
• Embrace change—reinvent yourself
• Get out of your comfort zone
• Take advantage of all UI has to offer (as COVID-19 subsides)
Random Advice

• Focus on your passion
• Collaborate widely
• Identify mentors
• Embrace change—reinvent yourself
• Get out of your comfort zone
• Take advantage of all UI has to offer (as COVID-19 subsides)
• Put down roots
CCOM and Office of Faculty Affairs and Development
J. Brooks Jackson, MD, MBA
Vice President for Medical Affairs and Dean of the Roy J. and Lucille A. Carver College of Medicine

Patricia L. Winokur, MD
Executive Dean, Roy J. and Lucille A. Carver College of Medicine
Personnel

- Cindy Bohling
- Shamika Harris
- Toni McAlister
- Paul Casella

CCOM-OFAD@healthcare.uiowa.edu
For Faculty

The Carver College of Medicine strives to facilitate the professional development needs of faculty through the coordinating efforts of the Office of Faculty Affairs and Development and through the collaboration with the Offices of Consultation and Research in Medical Education, Research and Graduate Programs, and the Statewide Clinical Education Program.

https://medicine.uiowa.edu/facultyaffairs/faculty
Promotion and Tenure

For more information on the Faculty Appointment Process, please review the Faculty Appointments Policies and Procedures.

Information for Promotion and Tenure Candidates

- Faculty Member Responsibilities 2020
- Strategies for Preparing Your Promotion Dossier
- Carver College of Medicine Review and Promotion Generic Timetable

Adjunct and Adjunct Clinical Track

- Adjunct and Adjunct Clinical Criteria
- Procedures for Adjunct Promotion
- 2020 Dossier Checklist

Research Track

- Research Track Criteria
- Procedures for Research Track Promotion
- Personal Statement Example: RT Assistant Professor to RT Associate Professor

Clinical Track

- Clinical Track Criteria
- Promotion & Tenure Talk - Clinical Track Presentation
- Promotion & Tenure Talk - Clinical Track | Watch June 2, 2020 recording
- Clinical Track Promotion Procedures.pdf
- Personal Statement Example: CT Assistant Professor to CT Associate Professor
- Personal Statement Example: CT Associate Professor to CT Professor
- 2020 Clinical Track Checklist

Tenure Track

- Tenure Track Criteria
- Promotion & Tenure Talk - Tenure Track
- Procedures for Tenure Track Promotion.pdf
- Personal Statement Example: TT Assistant Professor to TT Associate Professor
- Personal Statement Example: TT Associate Professor to TT Professor
- 2020 Tenure Track Checklist

Resources for Peer Evaluators

- Peer Teaching Evaluation
- Scholarship Peer Review Group
- Service Peer Review Group
- Teaching Peer Review Group
Professional Development

In addition to the scientific and medical skills and knowledge you perfected and practiced, there is and will be additional areas of knowledge you will need to learn to realize your career aspirations.

It is the mission and responsibility of the Office of Faculty Affairs and Development (OFAD) to help you to succeed. Our Office provides you guidance, learning opportunities, and policy clarification. Our job is to support you.

Consultation, Programs and Resources Sponsored by the Office of Faculty Affairs and Development

- Confidential Guidance, Counsel and Support
  - Associate Dean Snyder is available to discuss any concern or question you may have. To schedule a private meeting please submit an email request to CCOM-OFAD@uiowa.edu.
- Upcoming Programs
- Video overview of Paul Casella services
- Past Professional Development Programs
- Seminars for Professional Writing, Speaking and Teaching Skills - Content Description
- Online Module: Writing for Publication seminar
- Consultation on Writing and Speaking Skills
- New Faculty Orientation
- FAQS for New Faculty and New Provider Orientation_0218.pdf
- Faculty Mentoring
- Individual Faculty Development Plan.doc
- Professional Development Online Videos
- Archived Seminars
  - Promotion and Tenure Seminars
  - Strategies to Minimize Lost Time
  - Addressing Rigor & Reproducibility

Programs and Resources Sponsored by Other Groups

- Office of Consultation and Research in Medical Education
- Division of Continuing Medical Education
- UI Healthcare Executive Leadership Academy
- Faculty Development Programs Sponsored by the Provost
- Office of the Provost Development Programs
- National Center for Faculty Development & Diversity
- Career Development Award
Faculty Appointment

- Track: Tenure, Clinical Research
- Ranks
  - Associate
  - Assistant Professor/Clinical Assistant Professor/Research Assistant Professor
  - Associate Professor/Clinical Associate Professor/Research Associate Professor
  - Professor/Clinical Professor/Research Professor
Tenure Track

Clinician, Scientist
- 4 years

Associate Professor / tenure
- 4 years
Tenure Track

Clinician, Scientist
- 4 years

Associate Professor / tenure
- 4 years

COVID-19: Initial appointment extended to 5 years
Office of Faculty Affairs & Development

Tenure Track

Clinician, Scientist

- 4 years
- 4 years

Non-Clinician, Scientist

- 3 years
- 3 years

Associate Professor / tenure

COVID-19: Initial appointment extended to 4 years
Tenure Track

Clinician, Scientist
- 4 years
- 4 years

Non-Clinician, Scientist
- 3 years
- 3 years

Clinical Track/Research Track
- 1-3 years
- 1 - 7 years
- sequential

Associate Professor / tenure

Promotion is not linked to the contract cycle
RT appointments based on available funding
Career Development

Establishing a career path:

Identify area of focus

- Clinical care
- Research
- Teaching
Mentorship

- Identify mentor(s)
  - informal
  - mentoring committee

- No one person can be a mentor for all aspects of your career

- Seek out people who share your values but who also challenge your ideas

- You must be the catalyst for the relationship
Faculty Review

- Annual review—all faculty
- 5 year post-tenure review—tenured faculty
- Reappointment—at end of contract
- Promotion
Faculty are reviewed annually in their department

**Purpose:** developmental

- Assess progress in core missions – teaching, scholarship/professional productivity, academic service and (where applicable) patient care
- Provides feedback on progress
- Have realistic conversations about career choices
- Define goals—hold yourself accountable
Office of Faculty Affairs & Development

Procedure

• You provide an updated C.V. (CCOM format) + personal statement or department form
• Chair/Division Director prepares review, sometimes in consultation with senior faculty (committee)
• You meet with Chair/Division Director to discuss
• You receive a copy for response (or approve in self service) for concurrence; it is further reviewed at higher levels
• Reviews are **not** included in the promotion review process
Make Annual Review Effective

• Prepare a personal statement that includes accomplishments and goals in core areas (or dept. form)
• Review your teaching file
  – Make sure all teaching evaluations are in your file
  – Review any peer evaluations of teaching
  – Incorporate feedback into your teaching
• Invite specific feedback from chair/division director
  – Is your plan for next year reasonable?
  – Where should you improve?
  – What resources do you need to be successful?
  – Are you “on track” for promotion?
Reappointment

- Occurs at third or fourth year in the tenure track
- Occurs during the year prior to the end of the contract on the clinical and research tracks
- Compile/submit materials similar to promotion review
- Requires a vote of the faculty for reappointment
Promotion Assessment

- Individuals are assessed on contributions to the three core missions
  - Teaching at all levels
  - Academic and professional service
  - Scholarship and/or professional productivity
How is Promotion Review Initiated?

- **Required** in the final probationary year of a tenure track appointment (year 8 for clinical scientists and year 6 for non-clinical scientists)—“tenure clock”
  - extended one year for COVID-19

- In all other cases:
  - The Department recommends
    OR
  - The faculty member asks to be reviewed
  - Typically ~ year 6 in clinical and research tracks
  - No requirement for promotion in clinical and research tracks
Promotion Procedure

- Candidate prepares dossier (CV, personal statement, etc.)
- Evaluation by department review committee
- Evaluation by collegiate Executive Committee
- Decision by Dean
- Decision by Provost and Board of Regents
- Initiated in July, takes effect the following July
Common Evaluation Elements

• Teaching (except for RT)
  – Teaching evaluations (student and peer)
  – Course materials, presentations, lecture handouts
  – Quantity and quality relative to peers

• Service
  – Committee work inside and outside the institution
  – Editorial boards, study section
  – Leadership roles in academic societies
  – Clinical service (if applicable)
Scholarship Evaluation (Tenure/Research track)

- **Quality/Impact**
  Papers (quantity and quality); external funding; external reviews

- **Focus**
  Moving field forward; themes

- **Independence/Leadership—driving force**
  Authorship order; funding as PI; external reviews

- **Sustained Productivity**
  Lack of gaps (explain)
Associate Professor Promotion

- Years in rank: 6.08
- Total publications: 33.33
- Publications at Iowa: 16.65
- First or senior author: 8.88

Associate Professor Tenure 2006-present
Professor

- Unmistakable evidence of recognition by peers at the national or international level
- Ability to sustain a productive research program
- Appropriate service to UI and field
- Sustained effective teaching activities
**Professional Productivity Evaluation (Clinical Track)**

- Professional productivity is the clinical track equivalent of scholarship.
- Includes activities that are **IN ADDITION** to routine clinical and teaching activities and demonstrate **CREATIVITY**.
- Can be in the realms of education, clinical activity, scholarship, or service.
Professional Productivity (written scholarship)

• University guidelines currently do not require written scholarship for promotion in this track. The College is exploring having written scholarship be an expectation.

• Written scholarship could include:
  – research publications
  – high quality review articles
  – case reports, clinical commentaries
  – text book chapters
  – policy documents (for institution, discipline, state government, etc.)
Professional Productivity (education)

- Curriculum development
- Organization of a new teaching program
- Development of better teaching techniques
- Educational Leadership
Professional Productivity (clinical practice)

- Contributions in the clinical setting *beyond* the provision of direct patient care
  - Develop a new clinical service or revamp an existing one
  - Develop a new method of care delivery
  - Develop new procedures for a given area
Professional Productivity (service)

• Generally must be extensive

• Academic Service to Department, College, or University

• Academic Service outside the University
  – Discipline specific activities on a local, regional or national level

• Service to the community
  – Director of local boards that impact health care
Associate Professor Promotion

- Clinical track associate professor 2006-present
- Years in rank: 5.91
- Total papers: 12.71
- Papers: 6.29
- F/S author: 3.51
- Chapters: 1.65
Clinical Professor

- Activities outside the institution that can be highlighted – can be regional or national
- May be accomplished through activities in specialty societies
**Research Track**

- Assessment includes scholarship and service similar to tenure track
- No teaching expectations but enhances portfolio
- Incremental/independent funding expectations with higher rank
- Possible to move to the tenure track
Research Associate Professor Promotions 2013-present

- Years in rank: 6.29
- Total papers: 28.86
- Papers since appointment: 13.14
- FA/SA: 5.14
Wellness
Wellness

- As an organization we are committed to helping you maintain your personal and professional equilibrium.

- Everyone comes to work with many factors that impact their day to day interactions, be it personal health, home issues, children, parents or community.

- Resources available to help deal with the difficult and the mundane aspects of your life.
Health and Well-being Resources
University Human Resources

Personal Health Assessment
• Up to $65 annually
• Located in Self-Service

Recreation Membership Incentive Program
• Earn 50% off of campus membership
• 4 campus fitness locations

FREE Individual Health Coaching
• CRWC, Employee Health Clinic (Boyd Tower), and IRL
• Phone, email or Skype your Health Coach

For more info:
hr.uiowa.edu/livewell/
or email livewell@uiowa.edu
Health and Well-being Resources
University Human Resources

Faculty and Staff Services / EAP
• Counseling and Referral Services- Mindfulness programs
  hr.uiowa.edu/fsseap
  EAPhelp@uiowa.edu
  319-335-2085

Family Services Office
• Child Care, Elder Caregiving, New Parent Resources, Flexibility in the workplace
  hr.uiowa.edu/family-services
  familyservices@uiowa.edu
  319-335-1371

UI Ergonomics Program
• Ergonomic Risk Assessments and Consultation
  Hr.uiowa.edu/benefits/ergonomics
  ergonomics@uiowa.edu
  319-384-0959
Other University Human Resources and UI Resources

University HR

- **Organizational Effectiveness (OE):** Want to develop yourself as a leader? Want to develop your skills in change management? Want to be a better provider of feedback to your employees? Training and Learning opportunities available at https://hr.uiowa.edu/organizational-effectiveness

- Faculty and Staff Disability Services: where to go when important issues impact your work arrangements and you need some guidance https://hr.uiowa.edu/fsds

Other Helpful Resources

- Office of the Ombudsperson: Sometimes you need some advice and guidance from a neutral third party. https://uiowa.edu/ombuds/

- The Office of Faculty Affairs and Development: We offer workshops related to work life integration and time management. We are also available for individual confidential consultations. https://medicine.uiowa.edu/facultyaffairs/
Welcome to Iowa!!

We are committed to your growth and development personally and professionally. There are many ways to be successful; finding your personal path is half the fun.

- Resources at your fingertips
  - Department leadership
  - Mentors
  - Other senior faculty members

- Office of Faculty Affairs and Development
  - Periodic workshops
  - Personal consultation