Wayne State University
School of Medicine
Office of Faculty Affairs

Promotion and Tenure 101
(CE)

(aka: Everything you need to know but didn’t know to ask)
Overview

- P&T
- P&T at WSU
  - Official Documents
- The Dossier
  - CV
  - Personal Statements
  - Collecting Documentation
- The Review Process
  - P&T Committees
  - Timetable
Planning your Career Development

- Who do you want to be when you grow up?
- Start looking toward promotion ASAP!!
- Learn the rules for P&T at WSU
- Find a mentor – or more than one – we can help
- Keep your CV continuously updated
- Keep a Professional Development and a Teaching Portfolio
- Document all activities: ALL!!!
- Keep every piece of paper with + feedback
Promotion and Tenure

This is NOT a competition

You will not be evaluated by comparison to anyone else – only on your own merits, in the context of the existing guidelines

Improve the odds: Do good work well!
General concepts concerning promotion

How does promotion work?

- One direction, progressive rank advancement

  [Instructor] → Assistant Professor – N/A

  Assistant – Associate Professor

  Associate Professor – Professor

- Established sequence of titles

- No established timeline on non-tenure tracks

- Established criteria
P&T at WSU:
Documents to learn about

- AAUP contract
- University Factors
- SOM Factors
- SOM Guidelines
- P & T Program Documents
Faculty roles and responsibilities

- Education / teaching
- Research / scholarly activity
- Clinical practice (if appropriate)
- Service / administration
  - Internal
  - External
Your job

- Learn the rules
  - Written
  - Unwritten
  - Process

- Understand the criteria
  - What is measured?
  - What is good for you?
  - What is good for the institution?
  - What will get you promoted?
Your job

- Fulfill the criteria
  - Prioritize
  - Careful selection: time, energy, committees
  - Annual check up

- Make your work apparent
  - What they don’t know can hurt you
  - CV
  - Personal Statement
  - External reviewers - Arm’s length
Your job

- Don’t assume the system will take care of you

- In general, criteria are:
  - Contributions since arriving at WSU
  - Contributions since last advancement
  - Complete review of professional career
Time considerations

There are NO time limits on the Clinician Educator and Research Tracks

There is NO time limit for Promotion to Professor

You cannot be penalized for going up “early”, but make sure you really meet the criteria
Electronic Dossier
Electronic Dossier

➢ All documents must be in .pdf format

➢ Each section is bookmarked (Ex: Coversheet, CV etc.)

➢ If you have it in Word – using Adobe Acrobat Professional, you can save it as .pdf

➢ If you have only hard copy, scan document (scanners available in many departments, Kinko’s etc)

➢ Any items too large to scan (ex: editor or author of book): provide 2 copies of item for Committee
The Dossier
Your role

- Curriculum Vitae
- Personal Statement
- Supporting Documentation
- References
The CV is a snapshot of the individual's entire professional life, and therefore should accurately reflect all major activities relevant to the profession, throughout the individual's career. This includes everything, from prior faculty appointments, to committees and assorted responsibilities.
Curriculum Vitae

WSU SOM format is specific. For other purposes format may be different, but content is very similar

**Must include**

- Education and training
- Employment History (including all prior activities, committees etc.)
- Teaching and research activities
- Scholarly Activity
  - Presentations
  - Publications
  - Grants and awards
- Mentoring/Advising activities
- Service (includes Clinical Service)
- Administration
- Honors/Kudos
Roberta Elena Sonnino, M.D., FACS, FAAP

CURRENT POSITION
Vice Dean of Faculty Affairs - School of Medicine
Associate Provost for Medical Affairs
Wayne State University
540 East Canfield, 1213 Scott Hall
Detroit, MI 48201
Phone: (313) 577-3877
Fax: (313) 577-8777
Email: rsonnino@med.wayne.edu

OTHER CURRENT ACADEMIC APPOINTMENTS
Contributed Service Professor, Department of Health Policy & Ethics
Creighton University School of Medicine

PERSONAL INFORMATION
Citizenship: U.S.A.

PREVIOUS ACADEMIC APPOINTMENTS
Associate Dean for Faculty Affairs, Professor of Surgery (Pediatric)
University of Minnesota Medical School

Associate Dean for Academic and Faculty Affairs
Professor of Surgery and Pediatrics
Creighton University School of Medicine

Professor, Departments of Surgery and Pediatrics
Mercer University School of Medicine, Macon, GA

Professor of Surgery and Pediatrics, Chief, Section of Pediatric Surgery
Assistant Dean for Student Affairs
Associate Dean for Women in Medicine and Special Programs
The University of Kansas School of Medicine, Kansas City, KS

Tenure Granted:
1998

Associate Professor of Surgery and Pediatrics
Medical College of Virginia, Virginia Commonwealth University Richmond, Virginia

Assistant Professor of Pediatric Surgery and Pediatrics
Case Western Reserve University, Cleveland, Ohio

CLINICAL APPOINTMENTS
Clinical Director for Microsurgical Skills
University of Minnesota Medical School Simulation Programs

Professor of Surgery & Pediatrics
Chief, Division of Pediatric Surgery, Surgeon-in-Chief, Children’s Hospital
Medical Center of Central Georgia, Macon, GA

Professor of Surgery & Pediatrics, Attending Pediatric Surgeon
The University of Kansas Medical Center, Kansas City, KS
2003-2004

2008 - present

2008-2011

2004 - 2008

2003-2004

1998-2003

1993-1998

1989-1993

2009 - 2011

1998-2003
<table>
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<tr>
<th>Professional Societies</th>
<th>Position/Committee</th>
<th>Years</th>
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<tbody>
<tr>
<td>Academy of Surgical Research</td>
<td>Member, Board of Directors</td>
<td>1999-2003</td>
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<tr>
<td></td>
<td>Immediate Past President</td>
<td>1995-1996</td>
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<td></td>
<td>President</td>
<td>1994-1995</td>
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<tr>
<td></td>
<td>President-Elect</td>
<td>1993-1994</td>
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<td></td>
<td>Liaison Officer</td>
<td>1992-1993</td>
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<td></td>
<td>Past President’s Committee</td>
<td>1995- present</td>
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<tr>
<td></td>
<td>Bylaws Committee</td>
<td>2000-2003</td>
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<tr>
<td></td>
<td>Awards Committee (Chair)</td>
<td>1998-1999</td>
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<tr>
<td></td>
<td>Program Committee</td>
<td>1997-1999</td>
</tr>
<tr>
<td></td>
<td>Nominating &amp; Awards Committee (ex officio)</td>
<td>1994-1995</td>
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<tr>
<td></td>
<td>Nominating Committee (Chair)</td>
<td>1993-1994</td>
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<tr>
<td></td>
<td>Program Committee (Chair)</td>
<td>1992-1993</td>
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<tr>
<td></td>
<td>Ethics Committee (Chair)</td>
<td>1991-1994</td>
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<tr>
<td>American Academy of Pediatrics</td>
<td>Member, Minnesota Chapter</td>
<td>2008-2011</td>
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<td></td>
<td>Member, Nebraska Chapter</td>
<td>2004-2008</td>
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<td></td>
<td>Arnold G. Salzberg Mentoring Award Development Fund (Chair)</td>
<td>2005-2006</td>
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<td></td>
<td>Surgical Section, Program Committee</td>
<td>2001-2003</td>
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<td></td>
<td>Chair, Resident Competition</td>
<td>2002-2003</td>
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<tr>
<td>American Academy of Pediatrics, Ohio Chapter</td>
<td>Chair &amp; Executive Board</td>
<td>1991-1993</td>
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<td></td>
<td>Committee on Surgery</td>
<td>1990-1993</td>
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<tr>
<td>American College of Surgeons</td>
<td>Associate Community Editor – Women Surgeons Editorial Board</td>
<td>2006- present</td>
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<td></td>
<td>International Relations Committee</td>
<td>2005- present</td>
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<td></td>
<td>Scholar Selection Subcommittee</td>
<td>2009-present</td>
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<td></td>
<td>Member, Minnesota Chapter</td>
<td>2008-2011</td>
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<tr>
<td></td>
<td>Member, Nebraska Chapter</td>
<td>2004-2008</td>
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<tr>
<td></td>
<td>Task Force on Student Mentoring</td>
<td>2002-2003</td>
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<td></td>
<td>Committee on Applicants – Metro KC</td>
<td>2002-2003</td>
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<tr>
<td>American College of Surgeons, Kansas Chapter</td>
<td>Executive Council</td>
<td>2001-2003</td>
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<td></td>
<td>Association of Women Surgeons Representative to KS-ACS</td>
<td>2001-2003</td>
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<tr>
<td>American Pediatric Surgical Association</td>
<td>Bylaws Committee (Chair)</td>
<td>1996-2000</td>
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<td></td>
<td>(Vice Chair)</td>
<td>1997-1998</td>
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<tr>
<td></td>
<td>(Chair)</td>
<td>1999-2000</td>
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</table>
**Bibliography**

**Articles in Peer Reviewed Journals**


   This was my first pathology publication as the senior author. *Archives of Otolaryngology* is a surgery journal publishing peer reviewed work of surgical lesions of the head and neck region of the body. It has an ISI impact factor of 1.527 and ranks 5 out of 29 head and neck journals. This article has had 27 citations.


   I did most of the work on this paper with other authors being responsible for clinical contributions. The *American Journal of Surgical Pathology* is the main surgical pathology journal in North America with an ISI impact factor of 4.269 and ranking of 4 out of 67 journals. This article has had 7 citations.

3. **Reznicek** SB, Hayes DF, Campbell AS, **Bewtra** C: Cytological changes induced by pulmonary infarction in a canine model. *Journal of Surgical Research* 1982; 33.443-455.

   This article deals mainly with my original laboratory research of pulmonary infarctions in dogs, and the studies were extended to humans in the following article. The *Journal of Surgical Research* publishes original articles regarding clinical and laboratory investigation relevant to surgical practice. It ranks 33 out of 141 surgical journals and an ISI impact factor of 1.674. This article has had 3 citations.


   This study extended to humans the previous research (article #3 above) in an experimental model. *Acta Cytologica* is the oldest international cytology journal with an ISI impact factor of 1.391 and a ranking of 28 out of 67 journals. This article has had 12 citations plus citations in major cytopathology textbooks.
BIBLIOGRAPHY
PEER REVIEWED PAPERS


ELECTRONIC PUBLICATIONS


7. Sonnino RE: Inguinal Pathology in Children - Position Statement, Canadian Association of Paediatric Surgeons, 1999
NON-PEER REVIEWED PUBLICATIONS

SUBMITTED FOR PUBLICATION

BOOK CHAPTERS, MONOGRAPHS
2. Sonnino RE: Congenital and Surgical Disorders that Affect Respiratory Care (Ch 29). In: Perinatal and Pediatric Respiratory Care, Czervinske & Barnhart Eds, WB Saunders, 2002.

PUBLISHED ABSTRACTS
2. Sonnino RE, Kosoko-Lasaki S, Enarson CE: Mentoring Program for Minority Faculty in a Private, Jesuit Medical School, Keeping Our Faculties IV Symposium - Recruiting, Retaining, And Advancing Faculty Of Color, Minneapolis, MN, April 13, 2007
MAJOR PODIUM PRESENTATIONS


POSTERS, EXHIBITS, FILMS


LOCAL PRESENTATIONS – Recent only

Wayne State University (2011-present)

University Of Minnesota (2008-2011)

1. Sonnino RE: P&T 101 – Promotion to Professor, 3-2-11
2. Sonnino RE: P&T 101 – Promotion to Associate Professor, 2-18-11
3. Sonnino RE: P&T 101 – Promotion to Associate Professor, 2-14-11
4. Sonnino RE: P&T 101 – How to succeed in your faculty career, 2-9-11
5. Sonnino RE: P&T 101 – How to succeed in your faculty career, 2-2-11
6. Sonnino RE, King R: Mentoring (BIRCWH Scholars), 1-27-11
7. Sonnino RE: New Faculty Orientation, 1-26-11
8. Sonnino RE, King R: Mentor Training Program (Orthopedics), Part I, 5-12-2010
The Dossier
Your role

- Curriculum Vitae
- Personal Statement
- Supporting Documentation
- References
Personal Statement

Start thinking about this NOW, not during crunch time when assembling dossier!!!

- Imagine that you are sitting in front of the P&T committee, and they ask you to tell them about yourself (as a professional): what would you tell them? THIS IS WHAT YOU SHOULD PUT IN YOUR STATEMENT

- This is your chance to explain any aspect of your career that may not be self-explanatory to reviewers, in particular those not experienced with your area of expertise

- Purpose: provide the P&T Committee members with as much information about you as possible.
The Dossier
Your role

- Curriculum Vitae
- Personal Statement
- Supporting Documentation
- References
Supporting Documentation

Time to become a pack rat!

Have a folder / box / drawer / any container where you keep:

- Announcements of talks you gave
- All official evaluations (students, peers etc)
- Letters of acceptance
  - Memberships
  - Papers, presentations
  - Committees
Supporting Documentation II

Time to become a pack rat!

Have a folder / box / drawer / any container where you keep:

- Letters, cards, emails, notes on cocktail napkins or toilet paper, that reflect positively on any aspect of your performance
- Patient thanks you for great care provided
- Student thanks you for teaching
- Colleague congratulates you on great talk
Supporting Documentation III

- Requests to serve on review committee
- Anything that is not already on your CV
- Reprints of Articles
- Other items
  - Awards
    probably not your mom’s last note telling you what a great guy or gal you are...
Professional Portfolio
An accordion binder, containing manila folders, labeled:

- Curriculum Vitae
- Goals
- Mentoring/Advisor
- Teaching
- Scholarly Activity
- Service/Clinical Service
- Administration
- Continuing Education
- Honors/Kudos
- Long-Term Goals
- Annual Review & Assessment
- Miscellaneous
Examples

- Notes from teaching activities
  
  *For Clinical Faculty: this can be particularly challenging since much of your teaching just “happens” – make sure you keep track of all of it!!!*

- Teaching Awards

- Student career and success after graduation

- Post-graduate students / residents ~ peer status

- Peer recognition as an excellent teacher

- Number and type of referrals, case load, case outcomes, special competencies and certification – UPG may be able to provide data

- Requests from others for advice, consultation or referral

- Awards for clinical achievement

- Requests to demonstrate skills or to help peers improve own skills

- Anything that is not already on your CV

  *(For clinical activities, remember to maintain patient confidentiality)*
Service

Activities not directly related to teaching, research, or patient care
You know it when you see it!

- Committees
  - Department
  - Medical School
  - University
  - Hospital
  - Professional Organizations
- Officer of professional organizations
- Community, church or volunteer group
  - Resource to high schools – Science Fair Judge
  - Boards and committees of community organizations
  - Providing professional services to the community
  - Making presentations to the community
  - Working in support of the arts
  - Working with social services agencies
  - Active involvement in religious organizations
The Dossier
Your role

- Curriculum Vitae
- Personal Statement
- Supporting Documentation
- References
Important WSU rule for external letters

- **Arms-length**
  
  At least 4 of the external letters MUST come from individuals with whom you have NEVER had a professional relationship.

Examples:

- Former colleague, mentor, program director
- Collaborator on grant
- Co-author on papers (except huge multi-center trial)

**ARE NOT “ARM’S LENGTH”**
Potential References – think of them as you go along, so you are ready when the time comes to list them

A few basic rules

Do

- Think of people who know of you, but may not actually know you and can give an objective assessment of you (and may even be able to address any “down sides” to your career - may be more credible than coming from you)

- Make sure they are at least at the proposed rank (they should know what it takes to get promoted)

- Think of people primarily in academic careers – someone never in academia is less credible to know if you should be promoted. If referee has served on P&T committee at home: PERFECT!
Potential References

A few (more) basic rules

Don’t

- Plan on listing the guy you had constant fights with, and who cannot stand your guts, even if he/she is the best in the field!

- Plan on including you spouse (or mom, dad, child, sibling)
Potential References

Tips

- If the BIG kahuna of your field hears you speak at the BIG meeting and compliments you, ask him/her if you can use them as a reference.

- Remember that at WSU, most of your external references need to be “at arm’s length” (at least 4), and you should not contact them directly when the time comes to write the letter (your department does that).
Levels of Review

Department P&T Committee
  ↓
  Chair
  ↓
SOM P&T Committee
  ↓
Dean
  ↓
Provost / University P&T Committee
  ↓
Board of Governors (Professor)
What the committees consider most

- Record of accomplishment as outlined in CV if you want them to consider it, it had better be there!
- Personal Statements
- Department Chair evaluation
- Evaluation by peer references
- Submitted evidence of scholarly achievement if it isn’t there, they can’t consider it
MAKE SURE THEY NOTICE!!!!

"DOING A GOOD JOB AROUND HERE IS LIKE WETTING YOUR PANTS IN A DARK SUIT — IT GIVES YOU A WARM FEELING BUT NOBODY NOTICES"
P&T Pitfalls to Avoid

- Failure to communicate with Chair (often)
- Failure to understand rules (VERY often)
- Failure to document all activities clearly and completely (often)
- Incomplete CV (Way too often!!!)
- Failure to prepare an effective and organized dossier
- Failure to provide appropriate referees
- Complacency
<table>
<thead>
<tr>
<th>Jan-March</th>
<th>Selective Salary Review – determine candidates for P&amp;T</th>
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<tr>
<td>May - Aug</td>
<td>Dept sends requests for external letters</td>
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<tr>
<td>June-Aug</td>
<td>Dept begins internal P&amp;T process</td>
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<tr>
<td>July/Aug</td>
<td>Informational meeting for candidates</td>
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<td><strong>Dossiers due in Office of Faculty Affairs</strong></td>
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<tr>
<td>Oct - Nov</td>
<td>SOM P&amp;T Committee reviews dossiers</td>
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<td>P&amp;T Appeals</td>
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<td>Dec-Jan</td>
<td>Dean Evaluation</td>
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<td><strong>Dossiers due in Provost Office</strong></td>
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<td>Feb-April</td>
<td>University P&amp;T Committee review</td>
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<td>May</td>
<td>SOM P&amp;T Recognition</td>
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<td><strong>July</strong></td>
<td><strong>Bd of Governors confirm tenure &amp; Professor decisions</strong></td>
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<td><strong>August (19)</strong></td>
<td><strong>P&amp;T actions become effective</strong></td>
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Summary

- You are responsible for providing enough & specific details to demonstrate your achievements & development in each area.

- Provide all relevant information, even if you are not sure they will use it.

- Do not expect the committee to go looking for information – they are not obligated to do so. If it is not in front of them, you may not get credit for it, so MAKE sure everything is there!!!!!
Help!!!!!!

Office of Faculty Affairs

Phone:  577-9877
Email:  rsonnino@med.wayne.edu
       lroth@med.wayne.edu
       muryga@med.wayne.edu

Website:  http://home.med.wayne.edu/faculty/index.php
          http://facaffairs.med.wayne.edu/promotion_tenure2.php