



K-SIG Seminar:

Careers in Academic Health Institutions

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GW Faculty Appointments



Regular

- Full-time faculty at the University or affiliate (e.g. MFA; CNH; VA; others).
- Make substantial and sustained contributions to the scholarly mission of the School in the areas of research, education, service and, if appropriate, patient care.
- Appointment may be made on the tenure track or non-tenure track.
 - [Promotion and Tenure Application Process: Regular Faculty](#)
 - [Promotion Application Recommendation Process: Research Faculty](#)
 - [Promotion Application Recommendation Process: Adjunct and Clinical Faculty](#)

Templates and Forms for Promotion and Tenure

- [GWU SMHS Required CV Format Template](#)
- [Initial Appointment Chair Letter APT Template](#)
- [Chair Cover Letter to External, Independent Evaluator Template](#)
- [External, Independent Reviewer Form](#)
- [Guidelines for Primary Reviewers](#)
- [Required Format for Chair Letters in Support of Promotion/Tenure Application Template](#)
- [Tenure and/or Promotion Dossier Checklist](#)
- [Research Faculty Promotion Form](#)
- [Adjunct/Clinical Faculty Promotion Form](#)

<https://smhs.gwu.edu/faculty/resources-faculty/appointments-promotions-tenure>



Timeline to Promotion and Tenure

SEARCH

Authorization
Search Committee
Ads
Recruitment
Evaluation
Recommendation

HIRE/ ONBOARD

Job duties
*Mentoring
committee*

ANNUAL REVIEWS

IDPs, c-RAI &
goals

MID-TENURE REVIEW

Dossier
Dept review

APPLICATION

Promotion & Tenure
APT dossier
Letters
Committee Review



Importance of research and scholarship
Research grant Support
Master's or other certifications
Mentoring others

What Defines Track and Rank?



TRACK

Tenure: Expectation of peer reviewed funding and publication by year 6 of appointment with award of tenure by year 7

Nontenure: No time line. Expectation of service, education and scholarship

Research: Specific delineation of roles and responsibilities

RANK

Assistant Professor

Associate Professor

Full Professor

CLINICAL TRACK AND RANK – will not discuss

Primary and Secondary Appointments



- For those with more than one affiliation
- Dependent on achieving certification of terminal degree or board and/or subspecialty board
- For Nursing:
 - Primary in Pediatrics through CNMC
 - Secondary in Nursing through GWU
- Requires appropriate letters of support from both primary and secondary department/division
- Promotion at GW may be in more than one dept/school at the same time

Why is it Important to Know Differences in Track and Rank?



- Obligations for the award of tenure are many
- Timeline is 'tight' at GWU
- Promotion and tenure are tied together making requirements for excellence in more than just scholarship critical
- Mid-tenure review allows a reconsideration of track and a reassessment of goals and timeline

Poll Question 1



YES or **NO**

I have begun to draft a promotion dossier.

What will be Required for Promotion?



Assistant → Associate Professor

- Demonstrate a pattern of growth leading to or demonstrating excellence for each area
- Professional achievement at the regional to national level in their field in at least one area

Associate Professor → Professor

- Demonstrate a sustained record of professional achievement to a higher level for each area
- Professional achievement at the national or international level in their field in at least one area

Poll Question 2



YES or **NO**

I can document excellence in my teaching.

What will be Required for Promotion?



Teaching

Research Scholarship

Service

- Tenure track faculty: excellence in all three areas
- Non-tenure track faculty: excellence in two, with some achievements in the third
- For everyone a reputational requirement

Defining Your Focus: Putting the Train Set Together



- Clinical Educator
- Clinical Scientist
- Clinician Scholar
- Medical Educator
- Clinical Investigator
- Physician Scientist
- Research Scientist



Your portfolio should reflect how you and your department head/chief see you within the scope of your responsibilities and successes.

Poll Question 3



YES or **NO**

At my annual review, my chair/division director reviews with me next steps for promotion.

Ways to Ensure Promotion and Tenure Success



- Publish, publish, publish, and make sure you have an ORCID
- Obtain grants
 - Option 1: “The Trifecta” – T32 to K12 to R01
 - Option 2: K12 to K23 to R01
 - Option 3: Career Development Award to R01
 - Option 4: Co-I and other combinations also possible
- Document mentorship of those who you have helped in some way
- Document teaching and skills sharing
- Do journal reviews
- Establish national reputation by ensuring a focused approach to scholarship

Poll Question 4



YES or **NO**

A national presentation for my society and a peer-reviewed journal article are equally important for promotion.

Preparing for National Reputation



- Join one or more discipline specific professional organizations
- Work your way up within the organization through service:
 - New investigator group
 - Workshop development/abstract review/annual meeting planning
 - Special Interest group
- Become an [NIH Early Career Grant Reviewer](#)
- Agree to review for a journal
- Become a mentor to others and ensure that relationship is productive of scholarship

Poll Question 5



YES or **NO**

My CV is formatted in the GW-mandated format and my grants section is perfect.

Your CV is a LIVING Document



- Save everything - letters, notes, emails from mentees in a promotion file
- Use your annual review to remind your chief/chair and yourself as to directionality and timing for promotion
- *At a minimum*, update your CV after that meeting
- Utilize resources like CAPE, Center for Faculty Leadership, etc. to correct weaknesses
- Utilize a mentorship team or peer review for interval validation of direction and focus

Scholarship Statement



Describes your growth and accomplishments as a scholar or researcher. It should not be a re-listing of items on your CV. There is no required format or content, but things you may want to include are:

- Formative or mentoring experiences that impacted your career as a researcher or scholar
- Major themes or research questions in your scholarly pursuits
- A broad description of the extramural funding you have secured as a scholar
- Major outcomes of your research or scholarship: add citations
- How your research or scholarship may have impacted yourself, others, the school, your discipline, patients, or society
- A description of any research-related awards or prizes
- Your future plans/promise as a scholar

Scholarship Example



- Dr. Jones has published one or more articles in a highly rated peer reviewed journal every year since she became an Assistant Professor (**sustained record**).
- For the last three articles she was first or second author in a preeminent journal of her field (**pattern of growth**).
- She won the “junior investigator award” last year for her research and has received NIH grant funding for her research; furthermore she is a reviewer for 2 journals (**high quality and impact on institution and profession**).

Poll Question 6



YES or **NO**

I understand how to stress my service excellence by identifying how I developed a new/multidisciplinary clinic.

Team Science Counts



Presented novel theoretical ideas and/or conceptual frameworks to the research team	Contributed significantly to the development of the team's grant proposal
Have disciplinary research findings that helped advance scientific understanding of a problem domain	Contributed to the establishment of a new interdisciplinary center (for research, mentorship, translation, and applied innovation)
Facilitated discovery and presentation of important new empirical findings derived through interdisciplinary research	Supported efforts to ensure that research produced by the team is statistically reliable and reproducible
Contributed to the translations of team-based research into innovative clinical practices and/or medical devices	Contributed significantly to developing strategies for recruitment of research participants
Provided significant interpersonal support in helping to build the team, e.g., bringing together prospective team members and facilitating effective collaboration among team members	Made introductions and referrals that have enabled the team to interface and collaborate with individuals from different disciplines, professions, other universities, or industry

Team Science Counts



From the GW Faculty Guide for Appointments, Promotions, and Tenure:

p17. **Team Science** - If your scholarship is largely represented by efforts in team science this should be included in your research reflective statement. The explanation should include a description of the purpose of or goals of your collaborative research or scholarly team(s). Additionally, describe how your specific expertise contributed to the field, the community, or the scholarly or research pursuits of the team as well as any team successes. Share this information with your department chair so he or she can emphasize these points in the chair letter as well.

[GW APT Faculty Guide](#)

Letters, Lots and Lots of Letters

- Multiple names needed to ensure 5 'arms length' Letters of Reference
- Requested by the Chair using specific email request and cover letter
- Specific criteria/disclosure by the letter writer delineates how 'arms length' is defined
- Carefully selected by your department chair/chief with you for their recognition and titles
- Once received, must be included whether supportive or not



Thank You!



April K-SIG

Mentorship Challenges - Making the Best of Complicated Relationships

April 23, 2021: 11am – 12pm

Panel guests include: Stephen Teach, Cath Bollard, Henry Kaminski, Jennifer Sacheck-Ward

