2020 Duke SOM Guidelines for Appointments, Promotion and Tenure (APT) in the Clinical Sciences

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Topics

• From Current to New APT Guidelines
  • Development process
  • Key changes, highlights

• Changes from the Current Track System
  • Tenure Track and Career Track

• APT Website
  • APT Guidelines
  • Quick Reference Guide
Current Promotion and Tenure Track System

• Medical Instructor
• Assistant Professor (Tracks I/II/III/IV/V) – tenure clock begins, track assigned, 10 years to tenure decision
• Associate Professor without tenure (Tracks I/II/III/IV/V) – must declare final track

  3 Tenure Tracks
  Track 1 – Clinician/Educator
  Track 2 – Clinician-Investigator
  Track 3 – Researcher

• Associate Professor with tenure
• Professor with tenure

  2 Nontenure Tracks
  Track 4 – Academic Clinician
  Track 5 – Researcher

• Professor without tenure
Drivers of Changes to APT Guidelines

• What does Duke value?
• Need for greater clarity regarding promotion requirements, stages, timelines
• What’s in a (track) name? Unclear distinctions among current tenure tracks (I-III)
• What does “tenure” actually mean in an academic medical center?
• Desire to be more expansive in promotion evaluation criteria
  • Manuscripts / grants vs. non-traditional scholarship (team science, digital scholarship, advocacy, ...)
  • Recognition, career stability via long-term contracts
Taskforce Timeline

Dec 2017
*Task Force convened, environment scan

Summer-Fall 2018
Focus Groups
13 faculty focus groups convened

Spring-Summer 2019
1st Draft & Faculty Survey
Open comment period for faculty (>300 responses)

Fall 2019
2nd Draft
Changes favored by faculty proposed to Clinical Chairs via survey

Nov 2019
Final Draft
Clinical Chairs, Institute/Centers Directors review

Jan 2019
Univ Review → May 2020 BOT approval
Clinical Sciences Faculty Council, Medical Center Exec Committee approvals

*Debora Tucci, James Tcheng, Herman Staats, David Pisetsky, Cynthia Shortell, Annette Whitesell
New APT Guidelines - Key Cumulative Changes

• Time limit in rank of Medical Instructor of 3yr (nominal 1-2yr)
• Assistant Professor now an “undifferentiated rank” – starts the tenure clock
• Track declaration at Associate Professor level (additional promotion step in tenure track retained)
• 3 tenure tracks (I/II/III) become the Faculty Tenure Track, and the 2 non-tenure tracks (IV/V) become the Faculty Career Track
  • No distinction of “Tenure” vs. “Career” in academic / externally facing title
  • Majority of clinician/educators better rewarded in the Faculty Career Track
• Promotion criteria inclusive of non-traditional scholarship (both Tracks)
  • E.g., education, team science, diversity equity and inclusion, advocacy, leadership, innovation, quality improvement, outreach, digital, social media, etc.
• Affirmation that promotion in Tenure Track still requires grants and traditional (publication) productivity, with other scholarly activity considered as well
• Possibility of multiyear, extended term contracts in Career Track
• Professionalism a requirement for promotion in both tracks
• Participation in Open Science considered in promotion assessment
## Nomenclature Changes

<table>
<thead>
<tr>
<th>Current Appointment</th>
<th>Revised Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Instructor</td>
<td>Medical Instructor</td>
</tr>
<tr>
<td>Assistant Professor, tracks I/II/III/IV/V</td>
<td>Assistant Professor*</td>
</tr>
<tr>
<td>Associate Professor, tracks I/II/III</td>
<td>Associate Professor, Tenure Track</td>
</tr>
<tr>
<td>Associate Professor, tracks IV/V</td>
<td>Associate Professor, Career Track</td>
</tr>
<tr>
<td>Associate Professor with tenure, tracks I/II/III</td>
<td>Associate Professor with tenure, Tenure Track</td>
</tr>
<tr>
<td>Professor with tenure, tracks I/II/III</td>
<td>Professor with tenure, Tenure Track</td>
</tr>
<tr>
<td>Professor, track IV/V</td>
<td>Professor, Career Track</td>
</tr>
</tbody>
</table>

* Faculty to use: “Assistant Professor, tenure-eligible” in grant applications as needed
Tenure Track vs Career Track

**Tenure Track**

- **Primary Mission**
  - Unique contributions to science and medicine, teaching, mentoring, clinical care
- **Focus for Promotion**
  - Scholarship, impact, innovation, reputation, grant funding, teaching and mentoring
- **Secondary Objectives**
  - Metrics reflecting research productivity, impact, teaching, mentee success, clinical care
- **Tenure Clock**
  - 10 yrs from appointment as Assistant Professor
- **Scholarship Effort**
  - >30% research
- **Research Funding Philosophy**
  - Substantive support required (c/w discipline)

**Career Track**

- **Primary Mission**
  - Clinical care, education, contributions to research, support of enterprise
- **Focus for Promotion**
  - Reputation and productivity, teaching, contributions to research, leadership roles
- **Secondary Objectives**
  - Metrics reflecting clinical care quality, education of learners, publications, grant funding
- **Tenure Clock**
  - Does not dictate promotion cadence
- **Scholarship Effort**
  - Varies widely per focus
- **Research Funding Philosophy**
  - Supportive (not required)
Metrics

**Tenure Track**

- Associate Professor
  - 15 pubs/5 as 1st or senior
  - Excellence in teaching
  - Grant funding required (c/w discipline)
- Associate Professor with tenure
  - 25 pubs/10 as first or senior
  - Top 25% impact
  - Peer-reviewed grant funding as PI (c/w discipline)
  - Regional to national reputation
- Professor with tenure
  - 50 pubs/20 as first or senior
  - National to international reputation
  - Sustainability required (c/w discipline)
  - Mentee success

**Career Track**

- Associate Professor
  - 10 pubs/3 as 1st or senior (DAPT discretion)
  - Scholarship can be varied (education, diversity & inclusion, advocacy, leadership, innovation, QA, outreach, digital) - *can substitute for traditional publication requirement*
  - Regional clinical reputation
  - Excellence in teaching
  - Possible multiyear contract
- Professor
  - Continued scholarship, contributions / excellence across multiple domains
  - Top 50% impact
  - National reputation
Boyer’s Expanded Concept of Scholarship

Discovery
• Research

Integration
• Interpreting use of new knowledge across disciplines

Application
• Aid society and professions in addressing problems

Teaching
• Studying the process of education

Boyer’s Model of Scholarship, Marta Nibert
Examples of Scholarship

• Integration:
  • translating research discoveries – e.g., through review articles, guidelines development, explaining meaning to the field, addressing implications

• Application:
  • service, engagement, advocacy – e.g., identifying problems and implications early, implementing solutions (and assessments thereof), policy / position statements

• Teaching:
  • creating a new curriculum and evaluating its effectiveness
What are the Criteria?

• Focus
  • Build a thread of continuity throughout your work
  • The theme should be apparent to reviewers
  • Develop across several categories
    • Scholarship, reputation, leadership, funding, service, mentoring, collaboration, practice of medical education

• Periodically assess ...
  • ... whether you are diffusing your efforts too much
Impact

• Your responsibility to describe in Intellectual Development Statement (IDS)
• h-Index – available at Scholars at Duke: https://scholars.duke.edu/
• NIH iCite Relative Citation Ratio: https://icite.od.nih.gov/
• Works in progress:
  • Guidance re: digital scholarship, advocacy scholarship, team science (to be posted on APT website)
What is Tenure?

• Evaluation of an academic institution leading to commitment of resources and employment (absence malfeasance) reflecting expectation of a continued trajectory of productivity, scholarship, impact, contribution, and professionalism

• Awarded based on academic accomplishment (scholarship and impact) – not clinical volume, RVUs, etc.

• Not an honorific, specific salary not promised, not a requirement for promotion, not reflected in external title (or your business card) ...
Implementation

• New APT Guidelines in effect Jan 1, 2021
  • Affected faculty notified by email
  • Assoc Prof Track I/II/III – explicit decision (current vs. new) requested
  • If promotion package by January 1 submitted → current APT criteria
  • All other faculty – automatic assignment to new APT criteria (w/ opt-out)
  • Current APT Guidelines will be retired in 5 years (Jan 1, 2026)

• APT process has not changed per se
  • What has been updated is the framework for DAPT decisions – focus on scholarship & impact, re-committing to a high Duke standard

• Annual review
Reference Content


- Quick Reference Guide
  - Living document subject to update

- Works in progress
  - Digital scholarship guidance
  - Advocacy scholarship guidance
  - Team science guidance

- Scholars at Duke – document your career: https://scholars.duke.edu/