

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

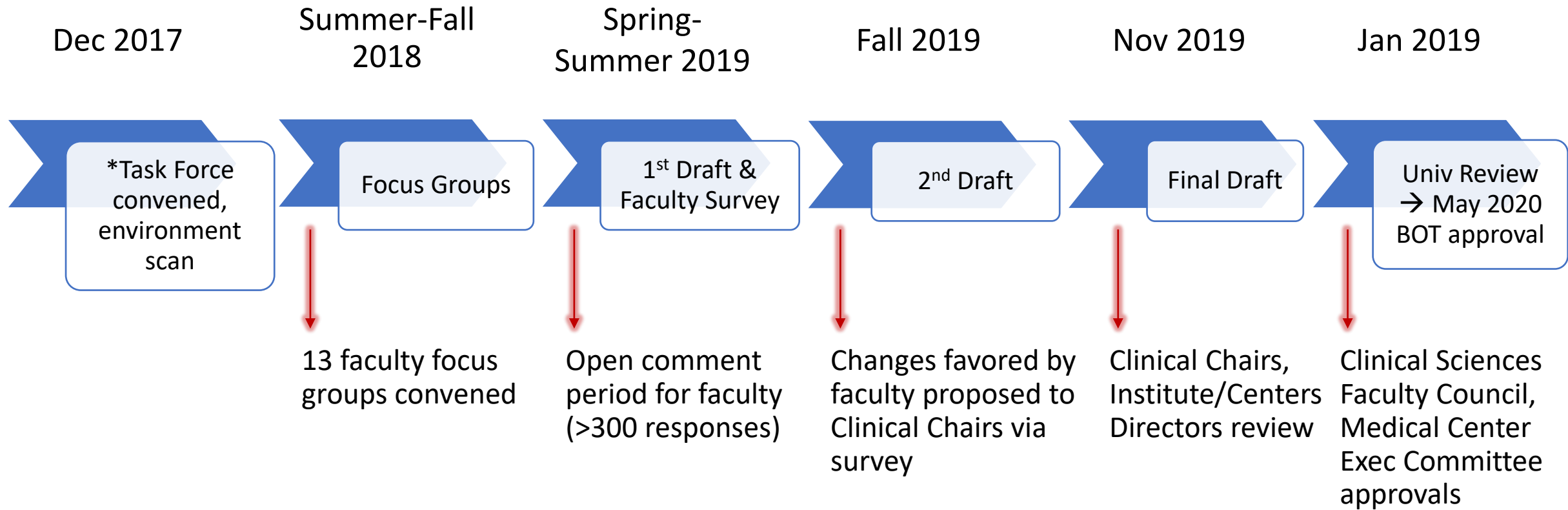
Track 5 – Researcher

- 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

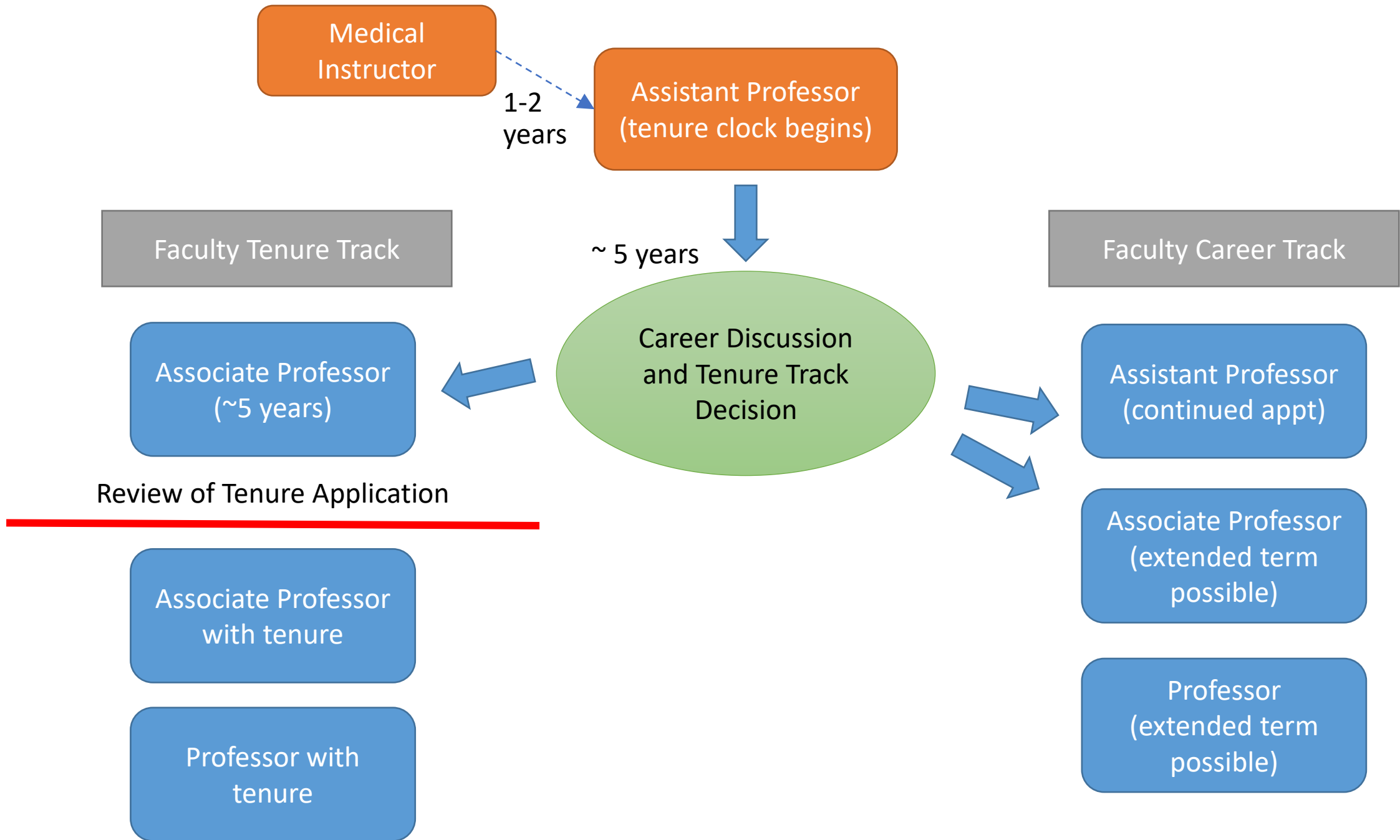
Taskforce Timeline



*Debara 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

Current Appointment	Revised Appointment
Medical Instructor	Medical Instructor
Assistant Professor, tracks I/II/III/IV/V	Assistant Professor*
Associate Professor, tracks I/II/III	Associate Professor, Tenure Track
Associate Professor, tracks IV/V	Associate Professor, Career Track
Associate Professor with tenure, tracks I/II/III	Associate Professor with tenure, Tenure Track
Professor with tenure, tracks I/II/III	Professor with tenure, Tenure Track
Professor, track IV/V	Professor, Career Track

* 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

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

- <https://medschool.duke.edu/about-us/faculty-resources/faculty-appointments-promotion-tenure/new-clinical-sciences-faculty-tracks>
- 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/>