

2010 SEEDS “You Choose” Awards Application

Understanding the Promotion and Tenure Process: Guidance for Academic Career Success

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ABSTRACT

Insufficient guidance, support, and mentorship, rather than lack of talent, have been implicated in hindering the career advancement of women and minority faculty. Clear understanding of the promotion and tenure process enhances the planning and development of an academic career and may improve promotion and retention of under-represented faculty. I propose to host educational forums aimed at navigating the promotion and tenure process to provide guidance to junior faculty. Each forum will consist of a presentation by members of the Promotion and Tenure Committee, a panel discussion, a networking event, and a follow-up evaluation to assess the impact.

GOALS

The overall goal is to improve understanding of the timeline and requirements stipulated by the promotion and tenure process and to provide guidance to faculty in planning and achieving career success in science.

Despite a notable growth nationally in women and minority junior faculty over the past few years, the proportion of under-represented faculty with tenure or at the full professor level increased only a small amount. This suggests a disparity in promotion and retention of the under-represented faculty. At the University of Miami, although the "Promotion and Tenure Guidebook" is available online to faculty members, the intrinsic details are often not as intuitive or obvious to junior faculty unless proper mentoring and guidance exist. A recent SEEDS survey in October identified "career mentoring" as the top priority that needs to be addressed, through methods such as "How To" workshops. In December, at a "Conversation with the Dean" event, a dialogue between the women faculty and the Dean of the School of Medicine, one of the most pressing requests was to make transparent the steps required toward achieving promotion and tenure of women and minority faculty.

To date, the SEEDS program has sponsored numerous outstanding events, such as the grant-writing workshop, presentation by an NIH program officer, speed mentoring, and university-wide net-working functions. All of these events have undoubtedly enriched our education and development and are essential for a successful career in science. To complement this excellent repertoire of programs, I believe that a clear understanding of the "How To's" of the promotion and tenure process will enhance access to information and raise awareness of this academic process. Through the proposed interactive forums, I anticipate that the faculty members will be able to implement, organize, and present their scientific aptitude, skills, attributes, and contributions with much more confidence in preparation of promotion and tenure. Successful promotion and retention increase the visibility of under-represented faculty, advance their leadership opportunities, and boost the researcher competitiveness in their scholarly pursuit.

I propose that the interactive forums should include two forums per year for two years. The presentation and discussion portions of each forum should provide practical useful

information and advice in facilitating the promotion and tenure for the faculty in the tenure, research, and educator tracks. Examples of anticipated topics, to be chosen by the invited promotion and tenure committee members and faculty, include:

- Practical Information and advice for general overview of the promotion and tenure process, as well as those specific for each track.
- Selection of track: Am I in the right career track? When should I switch track? What are the consequences of switching?
- Timeline: When should I start preparing? Is my progress on track? When should I worry about establishing national or international visibility?
- Requirements: How are the publications weighed differently? Which publications are considered high impact? How should I get outside scientists who do not know me to write my evaluation letters?
- Check-lists: A check-list of requirements in explicit, transparent form for each track.

How the funds will further my career and scholarly goals:

In addition to scientific success in terms of productivity and quality, career success in academia also requires promotion and tenure. As a junior faculty member, I am learning to balance teaching, clinical responsibilities, and establishing a scientific research program as an independent investigator. I am immersed in my daily responsibilities and enjoy my scholarly pursuit but am oblivious of an important measure of success called promotion and tenure. After having participated in a number of SEEDS programs this year, I became aware of my ignorance and decided to be proactive about my career. The more I seek to learn, the more questions I raise. It seems that the promotion and tenure process is somewhat mysterious and contains many codes that one has to decipher in order to achieve success. Without a strong support or guidance from a mentor to “show you the ropes,” it can be very difficult navigating through the rules and requirements of a successful promotion or tenure.

My proposed interactive forums will benefit me as well as all of my scientific colleagues at the University of Miami, especially women and minority faculty. Demystifying the promotion and tenure process is necessary for all faculty to succeed. The interactive presentations and discussions, as well as the networking portion of the forum, will promote positive interactions and enhance the visibility of junior faculty. I want not only to be able to incorporate all the skills that I have learned from the SEEDS program this year into my career development but also to do it effectively, leading to successful career advancement.

In summary, successful promotion and retention increase the visibility of under-represented faculty, advance their leadership opportunities, and boost the researcher competitiveness in their scholarly pursuit. This will lead to increased reputation of the university at the national, international, and global levels.

BUDGET

I am seeking support to host 2 forums per year, for a total of 4 forums over a 2-year period. The invited promotion and tenure committee members and faculty may vary depending on availability. The estimated costs are:

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| Reception food/drink and Coffee breaks per event: | \$500 |
| Subtotal for 4 events: | \$2000 |
| Cost for printing syllabus | \$500 |
| Grand Total | \$2500 |

NSF CV

Professional Preparation

| INSTITUTION AND LOCATION | DEGREE (if applicable) | YEAR(s) | FIELD OF STUDY |
|---|---------------------------|---------------|--|
| University of Arizona, Tucson, AZ | B.S. | 6/1987-5/1991 | Biochemistry |
| Johns Hopkins University School of Medicine, Baltimore, MD | M.D., Ph.D. | 9/1991-5/1999 | Medicine; Pharmacology & Molecular Sciences |
| Johns Hopkins Bayview Medical Center, Baltimore, MD | Internship | 1999-2000 | Internal Medicine |
| Johns Hopkins Wilmer Eye Institute, Baltimore, MD | Residency | 2000-2003 | Ophthalmology |
| Johns Hopkins Wilmer Eye Institute, Baltimore, MD | Clinical Fellowship | 2003-2005 | Vitreoretinal Surgery |

Appointments

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| JUL 2005-present | Assistant Professor of Clinical Ophthalmology , Retina Division, Department of Ophthalmology, Bascom Palmer Eye Institute University of Miami Miller School of Medicine, Miami, FL. |
| JUL 2003-JUN2005 | Fellowship , Vitreoretinal Surgery, Department of Ophthalmology, Wilmer Eye Institute, Johns Hopkins University School of Medicine, Baltimore, MD. |
| JUL 2000-JUN 2003 | Residency , Department of Ophthalmology, Wilmer Eye Institute Johns Hopkins University School of Medicine, Baltimore, MD. |
| JUN 1999-JUN 2000 | Internship , Department of Internal Medicine Johns Hopkins Bayview Medical Center, Baltimore, MD. |
| Spring 1997 | Teaching Assistant – Histology (Spring semester 1997) Johns Hopkins University School of Medicine, Baltimore, MD. |

Publications

1. **Lee W-H**, Morton RA, Epstein JI, Brooks JD, Campbell PA, Bova GS, Hsieh WS, Isaacs WB, and Nelson WG. Cytidine Methylation of Regulatory Sequences Near the α -Class Glutathione S-Transferase Gene Accompanies Human Prostatic Carcinogenesis. *Proc Natl Acad Sci, USA*, 1994. 91(24):11733-7. [PMCID: PMC45306].
2. Nelson JB, **Lee W-H**, Nguyen SH, Jarrard DF, Brooks JD, Magnuson SR, Opgenorth TJ, Nelson WG, and Bova GS. Methylation of the 5' CpG Island of the Endothelin B Receptor Gene Is Common in Human Prostate Cancer. *Cancer Res*, 1997. 57(1):35-7. [PMID: 8988036].
3. **Lee W-H**, Isaacs WB, Bova GS, and Nelson WG. CG Island Methylation Changes Near the *GSTP1* Gene in Prostatic Carcinoma Cells Detected Using the Polymerase Chain Reaction: A New Prostate Cancer Biomarker. *Cancer Epidemiol Biomarkers Prev*, 1997. 6(6):443-50. [PMID: 9184779].
4. Usmani BA, Shen R, Janeczko M, Papandreou CN, **Lee W-H**, Nelson WG, Nelson JB, and Nanus DM. Methylation of the neutral endopeptidase gene promoter in human prostate cancers. *Clin Cancer Res*, 2000. 6(5):1664-70. [PMID: 10815884].
5. Lin X, Tascilar M, **Lee W-H**, Vles WJ, Lee BH, Veeraswamy R, Asgari K, Freije D, van Rees B, Gage WR, Bova GS, Isaacs WB, Brooks JD, DeWeese TL, De Marzo AM, and Nelson WG. *GSTP1* CpG Island Hypermethylation Is Responsible for the Absence of *GSTP1* Expression in Human Prostate Cancer Cells. *Am J Pathol*, 2001. 159(5):1815-26. [PMCID: PMC1867052].

6. Lai MM, Lai JC, **Lee W-H**, Huang JJ, Patel S, Ying HS, Melia M, Haller JA, and Handa JT. Comparison of Retrobulbar and Sub-Tenon's Capsule Injection of Local Anesthetic in Vitreoretinal Surgery. *Ophthalmology*, 2005. 112:574-579. [PMID: 15808246].
7. Gregori NZ, Gaitan J, Rosenfeld PJ, Puliafito CA, Feuer W, Flynn HW, Berrocal AM, Al-Attar L, Dubovy S, Smiddy WE, Schwartz SG, **Lee W-H**, and Murray TG. Long-term Safety and Efficacy of Intravitreal Bevacizumab (Avastin) for the Management of Central Retinal Vein Occlusion. *Retina*, 2008. 28(9):1325-1337. [PMID: 19430392].
8. Nagai N, Klimava A, **Lee W-H**, Izumi-Nagai K, and Handa JT. CTGF is increased in Basal Deposits and Regulates Matrix Production through the ERK (p42/p44^{mapk}) MAPK and the p38^{mapk} Signaling Pathways. *Invest Ophthalmol Vis Sci (IOVS)*, 2009. 50(4):1903-10. Epub 2008 Nov 14. [PMID: 19011018].
9. **Lee W-H** and Haller JA. Intraocular Epithelial Cysts. In: Roy FH, Fraunfelder FW, Fraunfelder FT, eds. Current Ocular Therapy, 6th ed. London: Elsevier, 2008, Chapter 166:308-309.
10. Schwartz SG, Flynn Jr HW, **Lee WH**, Ssemamda E, and Ervin AM. Tamponade in surgery for retinal detachment associated with proliferative vitreoretinopathy. *Cochrane Database of Systematic Reviews* 2009, Issue 4. Art.No.: CD006126. DOI: 10.1002/14651858.CD006126.pub2.

Synergistic Activities

1. Innovations in teaching and training

I am involved in teaching and training ophthalmology residents and retina fellows. I also participate in teaching medical students in the ophthalmology elective and in the ophthalmology portion of neurophysiology. I also train laboratory technician and summer student in my laboratory.

2. Development and/or refinement of research tools

I was involved in the development of a technique for molecular diagnosis of prostate cancer. This received a patent titled "Genetic Diagnosis of Prostate Cancer" (Nelson, W.G., Isaacs, W.B., and **Lee, W.-H.** 1996, United States Patent Number 5,552,277).

3. Service to the scientific and engineering community outside of my immediate organization

2007- present Invited Editorial Reviewer, Investigative Ophthalmology & Visual Science (ARVO Journal)

2008 Invited Grant Reviewer, US Department of Defense, Congressionally Directed Medical Research Programs (Eye & Vision grant review panel)

2008 Invited Moderator (Lee W-H, Boatright JH, and Tso MOM), Complementary Medicine: Retina Section. XVIII International Congress of Eye Research (ICER), Beijing, China.

2008- present Invited Editorial Reviewer, Ophthalmology (AAO Journal)

2009- present Invited Editorial Reviewer, Journal of Ocular Biology, Diseases, and Therapeutics