

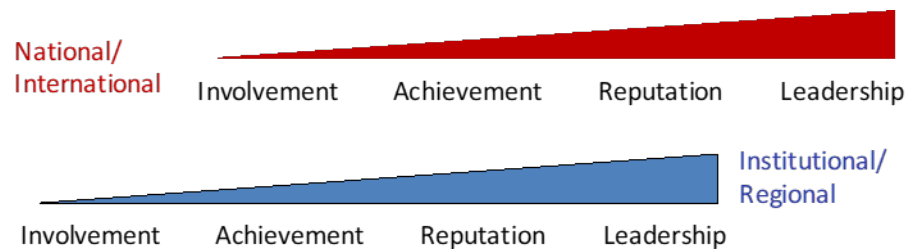
QUICK GUIDE TO SOM PROMOTIONS BASED ON THE 2017 GUIDELINES

Associate Professor with Tenure

Candidates for the rank of Associate Professor with tenure, or for the grant of tenure at the Associate Professor level, must hold a doctoral degree and demonstrate an established national/international reputation in scholarship. They must also have significant accomplishments in the other mission areas. The balance among accomplishments may vary considerably from one candidate to another, but for grant of tenure as an Associate Professor, the primary area of distinction must be scholarship.

A tenure decision must be made and take effect by the end of the 11th year on the tenure clock. If a tenure decision is made earlier and is unfavorable, a candidate may be reconsidered in subsequent years provided they still fall within the 11-year tenure clock.

Levels of accomplishment and their relative weight are summarized in the figure below. (Note: Because scholarship by nature is public, scholarship benchmarks are not divided into national/international or institutional/regional.)



Candidates for the rank of Associate Professor with tenure, or for the grant of tenure at the Associate Professor level, must meet the criteria set forth in **Table A**. To determine if these criteria have been achieved, they should then compare their accomplishments with the appropriate benchmarks in the promotions guidelines (**excerpted below, with institutional/regional and national/international benchmarks integrated as tables B-F**). Candidates will be evaluated on quantity, quality, and impact of their accomplishments. It is not necessary to achieve every benchmark in a given category, but a sustained pattern of accomplishments, including multiple items at the applicable or greater benchmark level, is expected.

Table A. Criteria for promotion to Associate Professor with tenure.

| Area of Distinction | Mission Area | | |
|---------------------|-------------------------------------|--------------------------------------|--------------------------------------|
| | Scholarship | Teaching | Service |
| Scholarship A | ≥ National/international reputation | ≥ National/international achievement | ≥ Institutional/regional achievement |
| Scholarship B | ≥ National/international reputation | ≥ Institutional/regional achievement | ≥ National/international achievement |

Table B. Scholarship: Faculty must have a pattern of activities in the following category:

| SCHOLARSHIP | BENCHMARKS |
|--|---|
| National/international reputation | • Continuous publication record with some first/last authorship on publications in leading refereed journals** |
| | • Sustained record of federal, foundation, or industry funding with some as principal investigator, project leader, program director, and/or core leader, some currently active** |
| | • Multiple site-PI roles on grants or contracts |
| | • Mission-critical investigator roles on multiple funded team science projects |
| | • Invited authorship on important review articles, chapters, and books |
| | • Invited editorials or commentaries in leading journals |
| | • Invited research presentations at national meetings |
| | • Invited scientific lectures at outside institutions |
| | • Authorship of licensed patents |
| • <i>Other notable or similar activities</i> | |

**Indicates a mandatory benchmark to achieve the indicated ranking in scholarship for tenure decisions. If the majority of funding is from industry, additional federal or foundation funding as PI or substantial evidence of national reputation and leadership is expected.

Scholarship A

Table C. Teaching: In addition to the Scholarship benchmarks above, faculty must achieve a pattern of activities in either or both of these teaching categories.

| TEACHING | BENCHMARKS |
|------------------------------------|---|
| National/international achievement | • Serving in a non-PI leadership role on educational grants to the University |
| | • Making occasional educational appearances on national media outlets |
| | • Teaching occasionally at a national workshop/course or delivering occasional educational lectures |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Serving on national education committees • Serving as a mentor as part of a formal national/international mentoring program • Providing substantial educational content as an individual via digital media, such as podcasts, webinars, etc. • <i>Other notable and/or similar activities</i> |
| Institutional/regional reputation | <ul style="list-style-type: none"> • Developing and leading a School or University course or teaching in multiple courses • Serving as Medical Student Society Advisor or Leader • Earning a School, University, or regional teaching award or multiple departmental awards • Having a sustained track record of advising/mentoring PhD students, residents, fellows & other trainees • Serving on multiple School or regional education committees • Leading a major Division or Department education/curriculum committee or task force • Developing an innovative teaching methodology or training program • Serving in a leadership role of accredited Allied Health, training, or graduate medical programs • Serving as Graduate Program Director/Director of Graduate Studies • Developing or directing regional courses or CME programs • <i>Other notable and/or similar activities</i> |

Table D. Service: In addition to the Scholarship and Teaching benchmarks above, faculty must achieve a pattern of activities in either or both of the following service categories:

| SERVICE | BENCHMARKS |
|---|---|
| Institutional/regional achievement | • Providing clinical service above and beyond peers in quantity and quality |
| | • Leading quality improvement teams |
| | • Developing a clinical program that attracts patients from the state or region |
| | • Chairing a Divisional, Departmental, or Hospital committee or serving on multiple committees |
| | • Serving as a member of major University or School committees |
| | • Receiving a Division/Department service award |
| | • Serving in a substantial Division role (e.g., Section Chief, etc.) |
| | • Serving in a leadership role of small accredited training or graduate programs |
| | • Serving in a supportive leadership role of large accredited training or graduate programs (e.g., Assistant Program Director, Site Director, etc.) |
| | • Serving as Director of a core facility/service center |
| | • Serving on the organizing committee of a regional meeting |
| | • Participating as a committee member for a state/regional society |

| | |
|---|--|
| | <ul style="list-style-type: none"> • <i>Other notable and/or similar activities</i> |
| National/international involvement | <ul style="list-style-type: none"> • Holding senior membership in a professional society (e.g., as fellow of the society) |
| | <ul style="list-style-type: none"> • Serving as a session chair or moderator at a major society conference |
| | <ul style="list-style-type: none"> • Serving as an ad hoc reviewer for mid-quartile journals |
| | <ul style="list-style-type: none"> • Serving as a member of a major collaborative network |
| | <ul style="list-style-type: none"> • <i>Other notable and/or similar activities</i> |

Scholarship B

Table E. Teaching: In addition to the Scholarship benchmarks above, faculty must achieve a pattern of activities in either or both of these teaching categories:

| TEACHING | BENCHMARKS |
|---|--|
| Institutional/regional achievement | <ul style="list-style-type: none"> • Regularly participating in teaching at least one course or lecturing in multiple settings |
| | <ul style="list-style-type: none"> • Leading regular small group teaching sessions |
| | <ul style="list-style-type: none"> • Receiving a Division or Department teaching award |
| | <ul style="list-style-type: none"> • Advising (mentoring) some PhD students and postdoctoral fellows and other trainees |
| | <ul style="list-style-type: none"> • Serving as primary mentor for master of science in clinical research, master of public health or similar programs |
| | <ul style="list-style-type: none"> • Mentoring visiting scholars or clinicians |
| | <ul style="list-style-type: none"> • Serving on Division or Department education/curriculum committees or task forces |
| | <ul style="list-style-type: none"> • Serving in a supportive leadership role of large, accredited training or graduate programs (e.g., Assistant Program Director, Site Director, etc.) |
| | <ul style="list-style-type: none"> • Delivering invited educational lectures in regional CME courses or grand rounds |
| | <ul style="list-style-type: none"> • <i>Other notable and/or similar activities</i> |
| National/international involvement | <ul style="list-style-type: none"> • Contributing to a major textbook |
| | <ul style="list-style-type: none"> • Co-authoring education-related publications |
| | <ul style="list-style-type: none"> • Contributing to educational materials that are used on a national level, such as videos, manuals, blogs, and other teaching aids |
| | <ul style="list-style-type: none"> • <i>Other notable and/or similar activities</i> |

Table F. Service: In addition to the Scholarship and Teaching benchmarks above, faculty must achieve a pattern of activities in either or both of these service categories:

| SERVICE | BENCHMARKS |
|---|---|
| National/international achievement | • Serving as a member of a major committee of a professional society |
| | • Holding membership on advisory boards to governments or foundations |
| | • Serving as an ad hoc reviewer for leading journals |
| | • Serving as an abstract reviewer for national/international conferences |
| | • Serving as an ad hoc reviewer for a study section |
| | • Serving as a protocol leader of a major collaborative network |
| | • <i>Other notable and/or similar activities</i> |
| Institutional/regional reputation | • Leading a core program/service center that has a regional impact |
| | • Chairing major University, School or Health System committees or serving on multiple institution-wide committees |
| | • Receiving major institutional service awards |
| | • Serving in a leadership role of accredited Allied Health, training, or graduate medical programs |
| | • Serving in a Departmental leadership role (e.g., Department Vice Chair, Division Chief, Section Chief, etc.) |
| | • Holding titled leadership position within the School, University or healthcare partner (e.g., Chief Quality Officer, CMO, Hospital Service Chief) |
| | • Leading/developing a center that involves multiple departments, schools, or other components of the institution |
| | • Serving as committee chair or elected officer for state or regional organizations |
| | • Serving as chair of the program organizing committee for local or regional CME meetings |
| | • Serving in advisory roles for local or regional governmental agencies |
| | • Earning service awards from state or regional professional societies or medical organizations |
| | • <i>Other notable and/or similar activities</i> |

*Thanks to Danielle Jones, Professor of Medicine, for inspiring this version of the Quick Guide.