

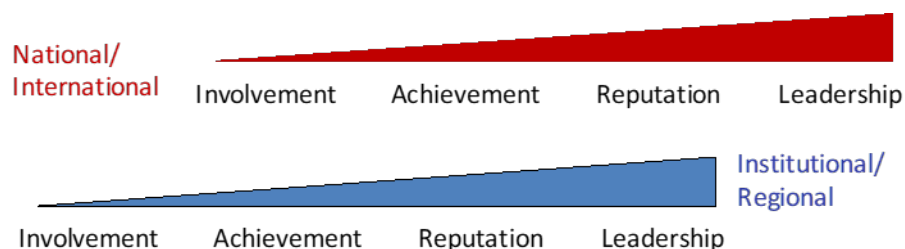


## QUICK GUIDE TO SOM PROMOTIONS BASED ON THE 2017 GUIDELINES

### Associate Professor, Non-tenured

Candidates for the rank of Associate Professor without tenure must have significant accomplishments in all three mission areas. The balance among accomplishments may vary considerably from one candidate to another. At the time of appointment or promotion, the candidate, together with their Department Chair, must identify the area of distinction (scholarship, teaching, or professional service) that best matches their accomplishments.

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.)



### SCHOLARSHIP - ASSOCIATE PROFESSOR, non-tenured

Candidates whose focus is scholarship 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, is expected.

**Table A. Criteria for promotion to Associate Professor, non-tenured, Scholarship.**

| Area of Distinction | Mission Area                                   |                                                                |                                      |
|---------------------|------------------------------------------------|----------------------------------------------------------------|--------------------------------------|
|                     | Scholarship                                    | Teaching                                                       | Service                              |
| Scholarship         | ≥ Emerging national/ international reputation* | ≥ Institutional/regional or national/international involvement | ≥ National/international involvement |

\*blend of activities in achievement and reputation

**Table B. Scholarship: Faculty must achieve a blend of activities in these two categories:**

| SCHOLARSHIP | BENCHMARKS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|             | Achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| SCHOLARSHIP | <ul style="list-style-type: none"> <li>Continuous publication record in mid-quartile journals, some as first/last author</li> <li>Multiple sub-investigator or co-investigator roles on grants or contracts, including team science projects</li> <li>PI role on extramural grant(s), including site-PI or project PI</li> <li>Authorship of peer-reviewed review articles in mid-quartile journals</li> <li>Presenting or senior authorship on oral abstract presentations at national meetings</li> <li>Multiple scholarly recognition awards (e.g., travel awards, abstract awards, etc.) from professional societies</li> <li>Substantial evidence of long-term innovative/transformational intellectual contributions to success of the team</li> <li>Authorship on issued patents</li> <li><i>Other notable or similar activities</i></li> </ul>                   |  |
|             | National/international reputation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
|             | <ul style="list-style-type: none"> <li>Continuous publication record with some first/last authorship on publications in leading refereed journals**</li> <li>Sustained record of federal, foundation, or industry funding with some as principal investigator, project leader, program director, and/or core leader, some currently active**</li> <li>Multiple site-PI roles on grants or contracts</li> <li>Mission-critical investigator roles on multiple funded team science projects</li> <li>Invited authorship on important review articles, chapters, and books</li> <li>Invited editorials or commentaries in leading journals</li> <li>Invited research presentations at national meetings</li> <li>Invited scientific lectures at outside institutions</li> <li>Authorship of licensed patents</li> <li><i>Other notable or similar activities</i></li> </ul> |  |
|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
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\*\*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.

**Teaching:** In addition to the Scholarship benchmarks above, faculty must also achieve a pattern of activities in either or both of these categories:

| TEACHING                           | BENCHMARKS                                                                                                                         |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Institutional/regional involvement | • Teaching/mentoring residents or students in the context of patient care or research                                              |
|                                    | • Delivering occasional lectures for a course                                                                                      |
|                                    | • Participating in regular small group teaching sessions                                                                           |
|                                    | • Earning consistently favorable teaching evaluations                                                                              |
|                                    | • Serving as a primary mentor for Discovery or similar programs                                                                    |
|                                    | • Serving as a member of thesis committees                                                                                         |
|                                    | • Sharing new scholarly approaches with community or referring physicians                                                          |
|                                    | • Providing patient group or community education                                                                                   |
|                                    | • <i>Other notable and/or similar activities</i>                                                                                   |
| National/international involvement | • Contributing to a major textbook                                                                                                 |
|                                    | • Co-authoring education-related publications                                                                                      |
|                                    | • Contributing to educational materials that are used on a national level, such as videos, manuals, blogs, and other teaching aids |
|                                    | • <i>Other notable and/or similar activities</i>                                                                                   |

**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 involvement | • Holding senior membership in a professional society (e.g., as fellow of the society)         |
|                                    | • Serving as a session chair or moderator at a major society conference                        |
|                                    | • Serving as an ad hoc reviewer for mid-quartile journals                                      |
|                                    | • Serving as a member of a major collaborative network                                         |
|                                    | • <i>Other notable and/or similar activities</i>                                               |
| 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                                                                                  |
|  | • <i>Other notable and/or similar activities</i>                                                                                                    |

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