

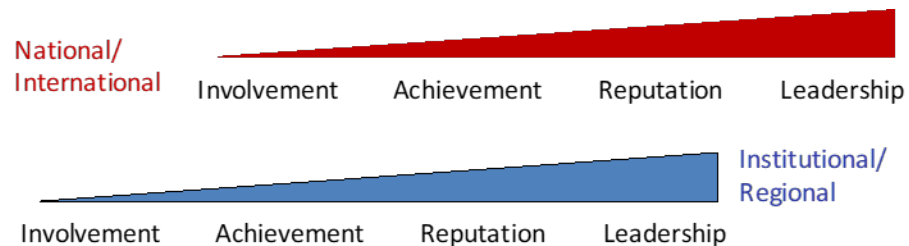


QUICK GUIDE TO SOM PROMOTIONS BASED ON THE 2017 GUIDELINES

Professor, Non-tenured

Candidates for the rank of Professor without tenure must hold a doctoral degree and have significant accomplishments in all three mission areas. Faculty candidates for Professor will have achieved a national/international reputation in their field or hold significant institutional/regional leadership roles in teaching or professional service. The balance among accomplishments may vary considerably from one candidate to another. At the time of appointment or promotion, the candidate, together with the Department Chair, must identify the area of distinction (scholarship, teaching, or professional service) that best matches his/her 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 - 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 Professor, non-tenured, Scholarship.

Area of Distinction	Mission Area		
	Scholarship	Teaching	Service
Scholarship A (with teaching emphasis)	≥ National/international reputation	≥ National/international achievement	≥ Institutional/regional achievement
Scholarship B (with service emphasis)	≥ National/international reputation	≥ Institutional/regional achievement	≥ National/international reputation

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

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>
National/International Leadership	• Continuous publication record with some publications in highest impact journals**
	• Sustained record of federal, foundation, or industry funding as principal investigator, project leader, and/or program director **
	• Study chair or overall PI roles on large multi-investigator grants, contracts, or clinical trials
	• Numerous invited lectures, possibly including keynote presentations, at national or international meetings based on original research
	• Named lectureships, or multiple lecture invitations, at outside institutions
	• Paradigm-shifting research contributions as assessed by peers
	• National/international research recognition awards
	• <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 also achieve a pattern of activities in either or both of these 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
	• 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	• Developing and leading a School or University course or teaching regularly 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, and 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 these 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
	• <i>Other notable and/or similar activities</i>
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>

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	• Regularly participating in teaching at least one course or lecturing in multiple settings
	• Leading regular small group teaching sessions
	• Receiving a Division or Department teaching award
	• Advising (mentoring) some PhD students and postdoctoral fellows and other trainees
	• Serving as primary mentor for master of science in clinical research, master of public health or similar programs
	• Mentoring visiting scholars or clinicians
	• Serving on Division or Department education/curriculum committees or task forces
	• Serving in a supportive leadership role of large, accredited training or graduate programs (e.g., Assistant Program Director, Site Director, etc.)
	• Delivering invited educational lectures in regional CME courses or grand rounds
	• <i>Other notable and/or similar activities</i>
National/international Involvement	• Contributing to a major textbook
	• Coauthoring 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>

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 Reputation	• Leading a major committee of a professional society or serving as a member of multiple national committees
	• Leading advisory boards to governments or foundations
	• Holding membership on editorial boards for leading journals
	• Serving as a standing member of a study section or an NIH council
	• Serving ad hoc on multiple international grant review panels
	• Implementing national/international clinical or research programs
	• Being recognized as a thought leader in the field
	• Serving as a member of a program committee for a major conference
	• Serving as section leader of major collaborative network
	• <i>Other notable and/or similar activities</i>
Institutional/regional Leadership	• Serving as Department Chair, Executive Associate Dean, Dean, Executive Vice President for Health Affairs, President, or the equivalent
	• Serving as president of a major regional chapter of a national organization
	• <i>Other notable and/or similar activities</i>

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