

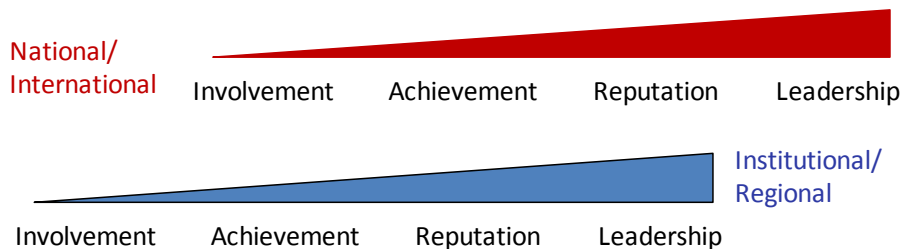


QUICK GUIDE TO SOM PROMOTIONS BASED ON THE 2017 GUIDELINES

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 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):



Area of Distinction: Scholarship

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 from Tables 1-5 in the promotions guidelines (**excerpted below as tables B-E**). 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. **Please refer to Tables 1-5 in the official guidelines for accomplishments not listed here, or for the equivalent benchmarks at the institutional/regional or national/international levels.**

Table A: Criteria for Associate Professor, Non-tenured for Those Focused on Scholarship

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

*Emerging reputation: Blend of items in achievement and reputation categories.

Table B: Examples of Achievement and Reputation Scholarship Benchmarks for Promotion

Scholarship Benchmarks	
Achievement	<ul style="list-style-type: none"> Multiple sub-investigator or co-investigator roles on grants or contracts PI role on extramural grant(s)

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

**Indicates a mandatory benchmark to achieve the indicated ranking in scholarship for tenure decisions.

Table C: Examples of Institutional/Regional Involvement and Achievement Teaching Benchmarks for Promotion

Institutional/Regional Teaching Benchmarks	
Involvement	<ul style="list-style-type: none"> • Teaching/mentoring residents or students in the context of patient care • Delivering occasional lectures for a course • Participating in regular small group teaching sessions • Serving as a member of thesis committees • Providing patient group or community education • Sharing new scholarly approaches with community or referring physicians
Achievement	<ul style="list-style-type: none"> • Receiving a Division or Department teaching award • Regularly participating in teaching at least one course • Serving as Assistant/Associate Director of accredited training or graduate programs • Leading regular small group teaching sessions • Delivering invited educational lectures in regional CME courses or grand rounds • Advising (mentoring) some PhD students and postdoctoral fellows and other trainees • Mentoring visiting scholars or clinicians

Table D: Examples of National/International Involvement and Achievement Teaching Benchmarks for Promotion

National/International Teaching Benchmarks	
Involvement	<ul style="list-style-type: none"> • 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
Achievement	<ul style="list-style-type: none"> • Developing educational materials that are used on a national level such as videos,

	manuals, blogs, and other teaching aids <ul style="list-style-type: none"> • Serving in a non-PI leadership role on educational grants to the University • Teaching occasionally at a national course • Serving as editor of an education-related manual • Providing educational appearances for national media outlets
--	---

Table E: Examples of National/International Involvement and Achievement Professional Service Benchmarks for Promotion

National/International Professional Service Benchmarks	
Involvement	<ul style="list-style-type: none"> • Holding senior membership in professional society (e.g., as fellow of the society) • Serving as session chair or moderator at a major society conference • Serving as an ad hoc reviewer for medium-impact journals • Serving as a member of a major collaborative network
Achievement	<ul style="list-style-type: none"> • Serving as an ad hoc reviewer for leading journals • Serving as a member of a major committee of a professional society • Holding membership on advisory boards to governments or foundations • Serving as an abstract reviewer for conferences • Serving as an ad hoc reviewer for a study section • Serving as a session chair/organizer for a major conference • Serving as a protocol leader of a major collaborative network

Area of Distinction: Teaching

Candidates whose focus is teaching may choose either the Teaching A or Teaching B pathway to promotion (**Table F**). They should then compare their accomplishments with the appropriate benchmarks from Tables 1-5 in the promotions guidelines (**excerpted below as tables G-I**). 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. **Please refer to Tables 1-5 in the official guidelines for accomplishments not listed here, or for the equivalent benchmarks at the institutional/regional or national/international levels.**

Table F: Criteria for Associate Professor, Non-tenured for Those Focused on Teaching

Area of Distinction	Mission Area		
	Scholarship	Teaching	Service
Teaching A (with service emphasis)	≥ Involvement	≥ Institutional/regional reputation	≥ Institutional/regional achievement
Teaching B (with scholarship emphasis)	≥ Achievement	≥ Institutional/regional reputation	≥ Institutional/regional involvement

Table G: Examples of Institutional/Regional Achievement, Reputation and Leadership Teaching Benchmarks for Promotion

Institutional/Regional Teaching Benchmarks	
Achievement	<ul style="list-style-type: none"> • Receiving a Division or Department teaching award • Regularly participating in teaching at least one course • Serving as Assistant/Associate Director of accredited training or graduate programs • Leading regular small group teaching sessions • Delivering invited educational lectures in regional CME courses or grand rounds • Advising (mentoring) some PhD students and postdoctoral fellows and other trainees • Mentoring visiting scholars or clinicians
Reputation	<ul style="list-style-type: none"> • Developing and leading a School or University course or teaching in multiple courses • Serving as Director of accredited training or graduate medical programs • Serving as Director of a School educational program • Serving as Graduate Program Director/Director of Graduate Studies • Serving as Medical Student Society Advisor or Leader • Serving on the School’s Executive Curriculum Committee • Serving as Director of an accredited Allied Health training program • Sustained track record of advising/mentoring PhD students, residents, fellows and other trainees • Developing or directing regional courses or CME programs • Earning a School, University, or regional teaching award or multiple departmental awards
Leadership	<ul style="list-style-type: none"> • Serving as Assistant, Associate or Executive Associate Dean for Education • Leading a School-wide accreditation effort

Table H: Examples of Involvement and Achievement Scholarly Benchmarks for Promotion

Scholarship Benchmarks	
Involvement	<ul style="list-style-type: none"> • Occasional publications in rank primarily as middle author • Occasional co-investigator roles on grants or contracts • Scholarly presentations at regional venues • Contributions to textbooks • Authorship on educational materials • Authorship of case reports • Creator or editor of local or regional newsletters, blogs or other media disseminating clinical, educational, or scholarly information • Authorship on abstracts presented at professional meetings • Investigator role(s) on local or institutional pilot or seed grants

Achievement	<ul style="list-style-type: none"> • Multiple sub-investigator or co-investigator roles on grants or contracts • PI role on extramural grant(s) • Continuous publication record in medium-impact journals, some as first/last author • Authorship of peer-reviewed review articles in medium-impact journals • Presenting or senior authorship on oral abstract presentations at national meetings • Multiple scholarly recognition awards (e.g., travel awards, abstract awards, etc.) from professional societies • Authorship of issued patents • Substantial evidence of long-term innovative/transformational intellectual contributions to success of the team
--------------------	--

Table I: Examples of Institutional/Regional Involvement and Achievement Professional Service Benchmarks for Promotion

Institutional/Regional Professional Service Benchmarks	
Involvement	<ul style="list-style-type: none"> • Participating in Divisional or Departmental service activities • Participating in a hospital committee • Advising community or patient advocacy groups • Organizing recurring Departmental meetings (e.g., grand rounds, M&M) • Participating in quality improvement activities • Providing high-quality patient care
Achievement	<ul style="list-style-type: none"> • Serving in a substantial Division role (i.e., Section Chief) • Serving as Assistant or Associate Director of large, accredited training or graduate programs • Serving as Director of small accredited training or graduate programs • Leading quality improvement teams • Developing a clinical program that attracts patients from the state or region • Serving as Director of a core facility/service center • Serving on the organizing committee of a regional meeting • Participating as a committee member for state/regional society • Serving as a member of major University or School committees • Receiving a Division/Department service award • Chairing a Divisional, Departmental, or Hospital committee • Providing clinical service that exceeds the norm for peers in quantity and quality

Area of Distinction: Service

Candidates whose focus is professional service may choose either the Professional Service A or Professional Service B pathway to promotion (**Table J**). They should then compare their accomplishments with the appropriate benchmarks from Tables 1-5 in the promotions guidelines (**excerpted below as tables K-M**). 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. **Please refer to Tables 1-5 in the official guidelines for accomplishments not listed here, or for the equivalent benchmarks at the institutional/regional or national/international levels.**

Table J: Criteria for Associate Professor, Non-tenured for Those Focused on Professional Service

Area of Distinction	Mission Area		
	Scholarship	Teaching	Service
Professional Service A (with teaching emphasis)	≥ Involvement	≥ Institutional/regional achievement	≥ Institutional/regional reputation
Professional Service B (with scholarship emphasis)	≥ Achievement	≥ Institutional/regional involvement	≥ Institutional/regional reputation

Table K: Examples of Institutional/Regional Reputation and Leadership Professional Service Benchmarks for Promotion

Institutional/Regional Professional Service Benchmarks	
Reputation	<ul style="list-style-type: none"> • Serving as Director of a large, accredited training or graduate program • Receiving major institutional service awards • Serving as Department Vice Chair or Division Chief • Chairing major University, School or Health System committees • Holding titled leadership position within the School, University or healthcare partner (e.g., Chief Quality Officer, Chief Medical Officer, Hospital Service Chief) • Leading a core program/service center that has a regional impact • Earning service awards from state or regional professional societies or medical organizations • 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
Leadership	<ul style="list-style-type: none"> • Serving as Department Chair, Executive Associate Dean, Dean, President, Executive Vice President for Health Affairs, or the equivalent • Serving as president of a major regional chapter of a national organization

Table L: Examples of Involvement and Achievement Scholarly Benchmarks for Promotion

Scholarship Benchmarks	
Involvement	<ul style="list-style-type: none"> • Occasional publications in rank primarily as middle author • Occasional co-investigator roles on grants or contracts • Scholarly presentations at regional venues • Contributions to textbooks • Authorship on educational materials • Authorship of case reports • Creator or editor of local or regional newsletters, blogs or other media disseminating clinical, educational, or scholarly information • Authorship on abstracts presented at professional meetings • Investigator role(s) on local or institutional pilot or seed grants
Achievement	<ul style="list-style-type: none"> • Multiple sub-investigator or co-investigator roles on grants or contracts • PI role on extramural grant(s) • Continuous publication record in medium-impact journals, some as first/last author • Authorship of peer-reviewed review articles in medium-impact journals • Presenting or senior authorship on oral abstract presentations at national meetings • Multiple scholarly recognition awards (e.g., travel awards, abstract awards, etc.) from professional societies • Authorship of issued patents • Substantial evidence of long-term innovative/transformational intellectual contributions to success of the team

Table M: Examples of Institutional/Regional Involvement and Achievement Teaching Benchmarks for Promotion

Institutional/Regional Teaching Benchmarks	
Involvement	<ul style="list-style-type: none"> • Teaching/mentoring residents or students in the context of patient care • Delivering occasional lectures for a course • Participating in regular small group teaching sessions • Serving as a member of thesis committees • Providing patient group or community education • Sharing new scholarly approaches with community or referring physicians
Achievement	<ul style="list-style-type: none"> • Receiving a Division or Department teaching award • Regularly participating in teaching at least one course • Serving as Assistant/Associate Director of accredited training or graduate programs • Leading regular small group teaching sessions • Delivering invited educational lectures in regional CME courses or grand rounds • Advising (mentoring) some PhD students and postdoctoral fellows and other trainees • Mentoring visiting scholars or clinicians

Created 08/2017
 Revised 06/2018