

COM Unified Guide to Promotion and Tenure Requirements, Guidelines, & Processes

Sections 1-9. Requirements, guidelines, and processes for the promotion and/or tenure considerations outlined in

Table 1. Each section includes a:

- Summary of Basic Criteria for that promotion and/or tenure decision based on
 1. Requirements Defined in the UTHSC Faculty Handbook and/or the COM By-Laws
 2. Milestone Strongly Recommended by COM
- Faculty Initiated/Provided Information for that promotion and/or tenure
- Department Initiated/Provided Information for that promotion and/or tenure

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Section 1.

Current Rank: Instructor

Seeking Promotion to: Assistant Professor

Key Milestones in consideration of promotion to Assistant Professor

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see “Peer-Review of Teaching”
 - typically meets and sometimes exceeds expectations in the teaching assessment portion of the promotion metric. For more information see “Promotion Metric”
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
- Research/scholarly activity, for more information see “Research/Scholarly Activity Tips”
 - for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 2 years of postdoctoral training; (2) intellectual contribution to experimental design, analysis, and data interpretation; (3) significant written contributions to publications and grants; (4) a minimum of one first author publication while at the rank of Instructor; (5) typically meets and sometimes exceeds expectations in the scholarly activity assessment portion of the promotion metric
 - for non-research intensive faculty: (1) author on one or more publications during a Fellowship or while at the rank of Instructor, (2) typically meets expectations in the scholarly activity assessment portion of the promotion metric
 - all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as outlined in “Research/Scholarly Activity Tips”
- Service, for more information see “Service Tips”
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - typically meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - typically meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals and positive comments in Letters of Evaluation
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see “CV Tips”.
2. Peer-review of teaching; 2 reviews required. For more information see “Peer-Review of Teaching”.
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm’s length. For more information see “Letters of Evaluation”.

4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of career highlights. Typically this letter builds a picture of an upward trajectory, and presents future goals and objectives. A 4 page maximum is recommended.
5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member should contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
9. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
10. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
11. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
12. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Section 2.

Current Rank: Assistant Professor, non-tenure track

Seeking Promotion to: Associate Professor, non-tenure track

Key Milestones in consideration of promotion to Associate Professor, non-tenure track

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Have held the rank of Assistant Professor at UTHSC or other reputable academic institutions for at least four years. (Earlier promotions may be recommended in exceptional cases.)
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see “Peer-Review of Teaching”
 - typically meets and sometimes exceeds expectations in the teaching assessment portion of the promotion metric. For more information see “Promotion Metric”
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see “Research/Scholarly Activity Tips”,
 - for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 5 publications produced as an Assistant Professor; (2) peer reviewed publications have significant scientific impact based on evaluator comments and metrics such as the citation index; (3) consistent extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant; (4) evidence of a growing national recognition of success in the candidate’s area of expertise such as invitations to speak at national meetings or at other institutions, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, and service on study sections or other

invitations for grant reviews; (5) willingness to participate in collaborative research; (6) typically meets and sometimes exceeds expectations in the scholarly activity assessment portion of the promotion metric

- for non-research intensive faculty: (1) a minimum of 2 publications produced as an Assistant Professor; publications can include peer reviewed publications, invited publications, reviews of clinical procedure, textbook chapters on clinical procedure, case studies, and clinical reports; (2) international, national, and regional presentations; (3) typically meets expectations in the scholarly activity assessment portion of the promotion metric
- all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in “Research/Scholarly Activity Tips”
- Service, for more information see “Service Tips”
 - service on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates actively in professional associations
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - typically meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - typically meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and growing reputation as the “go-to” clinician in a certain area
 - development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews

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5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member should contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.

9. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
10. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
11. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
12. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY promotion: For faculty to be promoted to Associate Professor, they must have been an Assistant Professor, at any reputable institution, for a total of 4 years – see “Early Promotion Designation” for more information. Consideration for early promotion requires the additional documentation outlined below (13-20).

13. “Early Promotion” designation on Form 5.
14. Annual Evaluations since last promotion /hire date. These documents are added by the Dept Coordinators of P&T to the promotion package. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
15. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the promotion package. Any salary information must be obscured and the letters must be signed.
16. Student evaluation of teaching documentation; For an early promotion request student evaluation of teaching must be included. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
17. Department P&T Committee letter must address “why early”/evidence of exceptional performance.
18. Chair letter must address “why early” /evidence of exceptional performance.
19. Copy of Letter of Solicitation for all evaluators which supplied a letter.
20. Early Promotion Checklist; UT administrative form; form is started and partially completed by the Departmental Coordinator for P&T; see “Early Promotion or Tenure”.

Section 3.

Current Rank: Assistant Professor, tenure track

Seeking Promotion (only) to: Associate Professor, tenure track

Key Milestones in consideration of promotion to Associate Professor, tenure track

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Have held the rank of Assistant Professor at UTHSC or other reputable academic institutions for at least four years. (Earlier promotions may be recommended in exceptional cases.)
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see “Peer-Review of Teaching”
 - meets and sometimes exceeds expectations in the teaching assessment portion of the promotion metric. For more information see “Promotion Metric”
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see “Research/Scholarly Activity Tips”,

- for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 5 peer-reviewed publications produced as an Assistant Professor; (2) the majority of publications should have significant scientific impact as assessed by evaluators and metrics such as citation number; (3) leading research efforts and, as such, be the senior or last author listed on the majority of publications unless an exception is made by the chair in consultation with the dean; (4) consistent multi-year extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant of an equal or greater than an average yearly NIH R01 grant (direct cost $\sim 200\text{K}/\text{yr}$), researchers who were recruited as team scientists may have different requirements as defined in their initial offer and/or letter of appointment; (5) meeting a specified level of salary support paid by extramural grant(s) as defined in the initial offer and/or letter of appointment; (6) evidence of national recognition of success in the candidate's area of expertise such as invitations to speak at national meetings or at other institutions, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, and service on study sections or other invitations for grant reviews; (7) willingness to participate in collaborative research; (8) typically meets and sometimes exceeds expectations in the scholarly activity assessment portion of the promotion metric
- for non-research intensive faculty: (1) a minimum of 5 peer-reviewed publications produced as an Assistant Professor; (2) international, national, and regional presentations; (3) typically meets expectations in the scholarly activity assessment portion of the promotion metric
- all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in "Research/Scholarly Activity Tips"
- Service, for more information see "Service Tips"
 - service on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates actively in professional associations
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - typically meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - typically meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and growing reputation as the "go-to" clinician in a certain area
 - development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see "CV Tips".
2. Peer-review of teaching; 2 reviews required. For more information see "Peer-Review of Teaching".
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm's length. For more information see "Letters of Evaluation".
4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of

career highlights. Typically this letter builds a picture of an upward trajectory, highlights a growing national reputation, and details the progress towards meeting the tenure criteria. A 5 page maximum is recommended.

5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member needs to contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
9. Annual Evaluations for last 5 years if candidate is tenure track. Added to the package by Dept P&T Coordinator. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
10. Offer and Appointment Letters at time of hire.
11. Reappointment letters since appointment on tenure-track.
12. Interim (mid-tenure) probationary review, if completed. Added to the package by Dept P&T Coordinator.
13. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
14. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
15. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
16. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY promotion: For faculty to be promoted to Associate Professor, they must have been an Assistant Professor, at any reputable institution, for a total of 4 years – see “Early Promotion Designation” for more information. Consideration for early promotion requires the additional documentation outlined below (17-23).

17. “Early Promotion” designation on Form 5.
18. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the promotion package. Any salary information must be obscured and the letters must be signed.
19. Student evaluation of teaching documentation; For an early promotion request, student evaluation of teaching must be included. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
20. Department P&T Committee letter must address “why early”/evidence of exceptional performance.
21. Chair letter must address “why early” /evidence of exceptional performance.
22. Copy of Letter of Solicitation for all evaluators which supplied a letter.
23. Early Promotion Checklist; UT administrative form; form is started and partially completed by the Departmental Coordinator for P&T; see “Early Promotion or Tenure”.

Section 4.

Current Rank: Assistant Professor, tenure track

Seeking Promotion and Tenure to: Associate Professor with tenure

Key Milestones in consideration of promotion and tenure to Associate Professor, with tenure

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Have held the rank of Assistant Professor at UTHSC or other reputable academic institutions for at least four years. (Earlier promotions may be recommended in exceptional cases.)
- Minimum requirements for the award of tenure:
 - A record and history of professional excellence. Professional excellence is reflected in the faculty member's teaching, research, and service including the faculty member's ability to interact appropriately with colleagues and students.
 - Fulfills the distinctive requirements established in writing (letter of offer, appointment, annual reviews, and/or other official documents) by the department for the faculty.
 - Possesses a record of academic achievement at UTHSC that strongly indicates future performance will meet expectations and goals.
 - Will have been on tenure track at UT for at least 6 years if tenure is awarded by the UT Board of Trustees on July 1st of the coming year. Early tenure may be recommended in clearly documented exceptional cases. Early tenure is infrequently granted because it is difficult to demonstrate a history of fulfilling or exceeding expectations in a short timeframe.
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see "Peer-Review of Teaching"
 - meets and sometimes exceeds expectations in the teaching assessment portion of the promotion metric. For more information see "Promotion Metric"
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see "Research/Scholarly Activity Tips",
 - for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 5 peer-reviewed publications produced as an Assistant Professor; (2) the majority of publications should have significant scientific impact as assessed by evaluators and metrics such as citation number; (3) leading research efforts and, as such, be the senior or last author listed on the majority of publications unless an exception is made by the chair in consultation with the dean; (4) consistent multi-year extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant of an equal or greater than an average yearly NIH R01 grant (direct cost $\sim 200K/yr$), researchers who were recruited as team scientists may have different requirements as defined in their initial offer and/or letter of appointment; (5) meeting a specified level of salary support paid by extramural grant(s) as defined in the initial offer and/or letter of appointment; (6) evidence of national recognition of success in the candidate's area of expertise such as invitations to speak at national meetings or at other institutions, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, and service on study sections or other invitations for grant reviews; (7) willingness to participate in collaborative research; (8) meets and sometimes exceeds expectations in the scholarly activity assessment portion of the promotion metric

- for non-research intensive faculty: (1) a minimum of 5 peer-reviewed publications produced as an Assistant Professor; (2) international, national, and regional presentations; (3) typically meets expectations in the scholarly activity assessment portion of the promotion metric
- all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in “Research/Scholarly Activity Tips”
- Service, for more information see “Service Tips”
 - service on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates actively in professional associations
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and growing reputation as the “go-to” clinician in a certain area
 - development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see “CV Tips”.
2. Peer-review of teaching; 2 reviews required. For more information see “Peer-Review of Teaching”.
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm’s length. For more information see “Letters of Evaluation”.
4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of career highlights. Typically this letter builds a picture of an upward trajectory, highlights a growing national reputation, and details the progress towards meeting the tenure criteria. A 5 page maximum is recommended.
5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member needs to contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
9. Annual Evaluations for all years while on tenure track. Added to the package by Dept P&T Coordinator. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
10. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the candidate’s package. Any salary information must be obscured and the letters must be signed.
11. Reappointment letters since appointment on tenure-track. Added by Dept P&T Coordinator.

12. Interim (mid-tenure) probationary review. Added to the package by Dept P&T Coordinator.
13. Student evaluation of teaching documentation. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
14. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
15. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
16. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
17. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY promotion and/or EARLY tenure: For faculty to be promoted to Associate Professor, they must have been an Assistant Professor, at any reputable institution, for a total of 4 years – see “Early Promotion Designation” for more information. For faculty to be considered for tenure, they much have been on tenure track at UTHSC for at least 6 years – see “Early Tenure Designation” for more information. Consideration for early promotion and/ or early tenure requires the additional documentation outlined below (18-22).

18. Early Promotion or Early Tenure designation on Form 5.
19. Department P&T Committee letter must address “why early”/evidence of exceptional performance.
20. Chair letter must address “why early” /evidence of exceptional performance.
21. Copy of Letter of Solicitation for all evaluators which supplied a letter.
22. Early Promotion Checklist and/or Early Tenure Checklist; UT administrative forms; form is started and partially completed by the Departmental Coordinator for P&T; see “Early Promotion or Tenure”.

Section 5.

Current Rank: Associate Professor, tenure track

Seeking Tenure (only) to: Associate Professor with tenure

Key Milestones in consideration of the award of tenure (only) to Associate Professor, with tenure

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Minimum requirements for the award of tenure:
 - A record and history of professional excellence. Professional excellence is reflected in the faculty member's teaching, research, and service including the faculty member's ability to interact appropriately with colleagues and students.
 - Fulfills the distinctive requirements established in writing (letter of offer, appointment, annual reviews, and/or other official documents) by the department for the faculty.
 - Possesses a record of academic achievement at UTHSC that strongly indicates future performance will meet expectations and goals.
 - Will have been on tenure track at UT for at least 6 years if tenure is awarded by the UT Board of Trustees on July 1st of the coming year. Early tenure may be recommended in clearly documented exceptional cases. Early tenure is infrequently granted because it is difficult to demonstrate a history of fulfilling or exceeding expectations in a short timeframe.
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see “Peer-Review of Teaching”
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews

- success of trainees in obtaining board certification, where applicable, or academic positions
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 - for non-research intensive faculty: (1) publications should have significant scientific impact; (2) international, national, and regional presentations
 - all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in “Research/Scholarly Activity Tips”
- Service, for more information see “Service Tips”
 - service on University and/or Departmental committees and, where applicable, service on hospital committees and boards
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 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
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 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
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5. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

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13. Department P&T Committee letter with vote. See "Dept P&T Committee Letter".
14. Chair Letter must cc faculty. See "Chair's Letter Guidelines" for other requirements.
15. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY tenure: For faculty to be considered for tenure, they must have been on tenure track at UTHSC for at least 6 years – see "Early Tenure Designation" for more information. Consideration for early tenure requires the additional documentation outlined below (17-21).

16. Early Tenure designation on Form 5.
17. Department P&T Committee letter must address "why early"/evidence of exceptional performance.
18. Chair letter must address "why early" /evidence of exceptional performance.
19. Copy of Letter of Solicitation for all evaluators which supplied a letter.
20. Early Tenure Checklist; UT administrative form; form is started and partially completed by the Departmental Coordinator for P&T; see "Early Promotion or Tenure".

Section 6.

Current Rank: Associate Professor, non-tenure track

Seeking Promotion to: Professor, non-tenure track

Key Milestones in consideration of promotion to Professor, non-tenure track

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Have held the rank of Associate Professor at UTHSC or other reputable academic institutions for at least five years. (Earlier promotions may be recommended in exceptional cases.)
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see "Peer-Review of Teaching"
 - a consistent record of meeting and frequently exceeding expectations in the teaching assessment portion of the promotion metric. For more information see "Promotion Metric"
 - considered a leader in education
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see "Research/Scholarly Activity Tips",

- for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 10 publications produced as an Associate Professor; (2) peer reviewed publications that have significant scientific impact based on evaluators comments and metrics such as citation numbers; (3) consistent extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant; (4) national recognition of success in the candidate's area of expertise such as invitations to speak at national meetings or at other institutions, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, and service on study sections or other invitations for grant reviews; (5) willingness to participate in collaborative research; (6) meets and exceeds expectations in the scholarly activity assessment portion of the promotion metric
- for non-research intensive faculty: (1) a minimum of 5 publications produced as an Associate Professor; publications can include peer reviewed publications, invited publications, reviews of clinical procedure, textbook chapters on clinical procedure, case studies, and clinical reports; (2) international, national, and regional presentations; (3) meets expectations in the scholarly activity assessment portion of the promotion metric
- all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in "Research/Scholarly Activity Tips"
- Service, for more information see "Service Tips"
 - service / leads on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates / leads actively in professional associations
 - service at the leadership level in administrative and policy-making functions
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and a reputation as the "go-to" clinician in a certain area
 - development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
- National recognition by peers as an authority in a particular field of clinical and/or scientific endeavor
 - Assessment via activities outside UTHSC such as invitations to speak at national meetings or at other institutions, leading symposia, participation as a panelist in a panel of experts, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, service on study sections or other invitations for grant reviews, leadership of regional or national professional organizations, elected position/membership in an exclusive professional society, or development a now accepted surgical technique or clinical protocol.

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see "CV Tips".
2. Peer-review of teaching; 2 reviews required. For more information see "Peer-Review of Teaching".
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm's length. For more information see "Letters of Evaluation".

4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of career highlights. Typically this letter builds a picture of an upward trajectory, and highlights an established national reputation. A 4 page maximum is recommended.
5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member needs to contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
9. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
10. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
11. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
12. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY promotion: For faculty to be promoted to Professor, they must have been an Associate Professor (at any reputable institution) for a total of 5 years – see “Early Promotion Designation” for more information. Consideration for early promotion requires the additional documentation outlined below (13-20).

13. “Early Promotion” designation on Form 5.
14. Annual Evaluations since last promotion /hire date. These documents are added by the Dept Coordinators of P&T to the promotion package. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
15. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the candidate’s package. Any salary information must be obscured and the letters must be signed.
16. Student evaluation of teaching documentation; For an early promotion request student evaluation of teaching must be included. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
17. Department P&T Committee letter must address “why early”/evidence of exceptional performance.
18. Chair letter must address “why early” /evidence of exceptional performance.
19. Copy of Letter of Solicitation for all evaluators which supplied a letter.
20. Early Promotion Checklist; UT administrative form; form is started and partially completed by the Departmental Coordinator for P&T; see “Early Promotion or Tenure”.

Section 7.

Current Rank: Associate Professor, tenure track

Seeking Promotion to: Professor, tenure track

Key Milestones in consideration of promotion (only) to Professor, tenure track

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Have held the rank of Associate Professor at UTHSC or other reputable academic institutions for at least five years. (Earlier promotions may be recommended in exceptional cases.)
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see “Peer-Review of Teaching”
 - a consistent record of meeting and frequently exceeding expectations in the teaching assessment portion of the promotion metric. For more information see “Promotion Metric”
 - considered a leader in education
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see “Research/Scholarly Activity Tips”,
 - for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 10 publications produced as an Associate Professor; (2) peer reviewed publications that have significant scientific impact based on evaluators comments and metrics such as citation numbers; (3) leading research efforts and, as such, be the senior or last author listed on the majority of publications unless an exception is made by the chair in consultation with the dean; (4) consistent multi-year extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant of an equal or greater than an average yearly NIH R01 grant (direct cost $\sim 200K/yr$), researchers who were recruited as team scientists may have different requirements as defined in their initial offer and/or letter of appointment; (5) meeting a specified level of salary support paid by extramural grant(s) as defined in the initial offer and/or letter of appointment; (6) national recognition of success in the candidate’s area of expertise such as invitations to speak at national meetings or at other institutions, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, and service on study sections or other invitations for grant reviews; (7) willingness to participate in collaborative research; (8) meets and exceeds expectations in the scholarly activity assessment portion of the promotion metric
 - for non-research intensive faculty: (1) a minimum of 10 publications produced as an Associate Professor; publications can include peer reviewed publications, invited publications, reviews of clinical procedure, textbook chapters on clinical procedure, case studies, and clinical reports; (2) international, national, and regional presentations; (3) meets expectations in the scholarly activity assessment portion of the promotion metric
 - all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in “Research/Scholarly Activity Tips”
- Service, for more information see “Service Tips”
 - service / leads on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates / leads actively in professional associations
 - service at the leadership level in administrative and policy-making functions
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric

- consistently at 90% or greater of their RVU clinical target
- recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and a reputation as the “go-to” clinician in a certain area
- development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
- National recognition by peers as an authority in a particular field of clinical and/or scientific endeavor
 - Assessment via activities outside UTHSC such as invitations to speak at national meetings or at other institutions, leading symposia, participation as a panelist in a panel of experts, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, service on study sections or other invitations for grant reviews, leadership of regional or national professional organizations, elected position/membership in an exclusive professional society, or development a now accepted surgical technique or clinical protocol.

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see “CV Tips”.
2. Peer-review of teaching; 2 reviews required. For more information see “Peer-Review of Teaching”.
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm’s length. For more information see “Letters of Evaluation”.
4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of career highlights. Typically this letter builds a picture of an upward trajectory, highlights an established national reputation, and details the progress towards meeting the tenure criteria. A 5 page maximum is recommended.
5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member needs to contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
9. Annual Evaluations since last promotion /hire date. These documents are added by the Dept Coordinators of P&T to the candidate’s package. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
10. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
11. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
12. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
13. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY promotion: For faculty to be promoted to Professor, they must have been an Associate Professor (at any reputable institution) for a total of 5 years – see “Early Promotion Designation” for more information. Consideration for early promotion requires the additional documentation outlined below (14-21).

14. “Early Promotion” designation on Form 5.

15. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the candidate's package. Any salary information must be obscured and the letters must be signed.
16. Reappointment letters since appointment on tenure-track. Added by Dept P&T Coordinator.
17. Student evaluation of teaching documentation; For an early promotion request student evaluation of teaching must be included. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
18. Department P&T Committee letter must address "why early"/evidence of exceptional performance.
19. Chair letter must address "why early" /evidence of exceptional performance.
20. Copy of Letter of Solicitation for all evaluators which supplied a letter.
21. Early Promotion Checklist; UT administrative form; form is started and partially completed by the Departmental Coordinator for P&T; see "Early Promotion or Tenure".

Section 8.

Current Rank: Associate Professor, tenure track

Seeking Promotion and Tenure to: Professor with tenure

Key Milestones in consideration of promotion and the award of tenure to Professor, with tenure

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Have held the rank of Associate Professor at UTHSC or other reputable academic institutions for at least five years. (Earlier promotions may be recommended in exceptional cases.)
- Minimum requirements for the award of tenure:
 - A record and history of professional excellence. Professional excellence is reflected in the faculty member's teaching, research, and service including the faculty member's ability to interact appropriately with colleagues and students.
 - a consistent record of meeting and frequently exceeding expectations in the teaching assessment portion of the promotion metric. For more information see "Promotion Metric"
 - Fulfills the distinctive requirements established in writing (letter of offer, appointment, annual reviews, and/or other official documents) by the department for the faculty.
 - Possesses a record of academic achievement at UTHSC that strongly indicates future performance will meet expectations and goals.
 - Will have been on tenure track at UT for at least 6 years if tenure is awarded by the UT Board of Trustees on July 1st of the coming year. Early tenure may be recommended in clearly documented exceptional cases. Early tenure is infrequently granted because it is difficult to demonstrate a history of fulfilling or exceeding expectations in a short timeframe.
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see "Peer-Review of Teaching"
 - a consistent record of meeting and frequently exceeding expectations in the teaching assessment portion of the promotion metric. For more information see "Promotion Metric"
 - considered a leader in education
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see "Research/Scholarly Activity Tips",

- for research intensive faculty ($\geq 50\%$ research effort): (1) a minimum of 10 publications produced as an Associate Professor; (2) peer reviewed publications that have significant scientific impact based on evaluator comments and metrics such as citation number; (3) leading research efforts and, as such, be the senior or last author listed on the majority of publications unless an exception is made by the chair in consultation with the dean; (4) consistent multi-year extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant of an equal or greater than an average yearly NIH R01 grant (direct cost $\sim 200\text{K}/\text{yr}$), researchers who were recruited as team scientists may have different requirements as defined in their initial offer and/or letter of appointment; (5) meeting a specified level of salary support paid by extramural grant(s) as defined in the initial offer and/or letter of appointment; (6) national recognition of success in the candidate's area of expertise such as invitations to speak at national meetings or at other institutions, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, and service on study sections or other invitations for grant reviews; (7) willingness to participate in collaborative research; (8) meets and exceeds expectations in the scholarly activity assessment portion of the promotion metric
- for non-research intensive faculty: (1) a minimum of 10 publications produced as an Associate Professor; publications can include peer reviewed publications, invited publications, reviews of clinical procedure, textbook chapters on clinical procedure, case studies, and clinical reports; (2) international, national, and regional presentations; (3) meets expectations in the scholarly activity assessment portion of the promotion metric
- all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in "Research/Scholarly Activity Tips"
- Service, for more information see "Service Tips"
 - service / leads on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates / leads actively in professional associations
 - service at the leadership level in administrative and policy-making functions
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - meets and sometimes exceeds expectations in the patient care assessment portion of the promotion metric
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and a reputation as the "go-to" clinician in a certain area
 - development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
- National recognition by peers as an authority in a particular field of clinical and/or scientific endeavor
 - Assessment via activities outside UTHSC such as invitations to speak at national meetings or at other institutions, leading symposia, participation as a panelist in a panel of experts, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, service on study sections or other invitations for grant reviews, leadership of regional or national professional organizations, elected position/membership in an exclusive professional society, or development a now accepted surgical technique or clinical protocol.

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see “CV Tips”.
2. Peer-review of teaching; 2 reviews required. For more information see “Peer-Review of Teaching”.
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm’s length. For more information see “Letters of Evaluation”.
4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of career highlights. Typically this letter builds a picture of an upward trajectory, highlights an established national reputation, and details the progress towards meeting the tenure criteria. A 5 page maximum is recommended.
5. Promotion in a secondary department (a.k.a. joint appointment) is not automatic. The faculty member needs to contact the Chair in the secondary department and request a letter supporting promotion in that secondary department. A letter from the secondary Chair is sufficient for promotion in the secondary department when submitted with all the other documents for promotion generated in the primary department.
6. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

7. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
8. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
9. Annual Evaluations for all years while on tenure track. Added to the package by Dept P&T Coordinator. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
10. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the candidate’s dossier. Any salary information must be obscured and the letters must be signed.
11. Reappointment letters since appointment on tenure-track. Added by Dept P&T Coordinator.
12. Interim (mid-tenure) probationary review. Added to the package by Dept P&T Coordinator.
13. Student evaluation of teaching documentation. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
14. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
15. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
16. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.
17. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY promotion and/or EARLY tenure: For faculty to be promoted to Professor, they must have been an Associate Professor, at any reputable institution, for a total of 5 years – see “Early Promotion Designation” for more information. For faculty to be considered for tenure, they must have been on tenure track at UTHSC for at least 6 years – see “Early Tenure Designation” for more information. Consideration for early promotion and/ or early tenure requires the additional documentation outlined below (18-22).

18. Early Promotion or Early Tenure designation on Form 5.
19. Department P&T Committee letter must address “why early”/evidence of exceptional performance.
20. Chair letter must address “why early” /evidence of exceptional performance.
21. Copy of Letter of Solicitation for all evaluators which supplied a letter.
22. Early Promotion Checklist and/or Early Tenure Checklist; UT administrative forms; form is started and partially completed by the Departmental Coordinator for P&T; see “Early Promotion or Tenure”.

Section 9.

Current Rank: Professor, tenure track

Seeking Tenure to: Professor with tenure

Key Milestones in consideration of the award of tenure (only) to Professor, with tenure

- Holds a doctorate or other terminal degree of the discipline or equivalent training and experience appropriate to the particular appointment; for physicians, certification by the American Board or foreign equivalent is expected.
- Minimum requirements for the award of tenure:
 - A record and history of professional excellence. Professional excellence is reflected in the faculty member's teaching, research, and service including the faculty member's ability to interact appropriately with colleagues and students.
 - Fulfills the distinctive requirements established in writing (letter of offer, appointment, annual reviews, and/or other official documents) by the department for the faculty.
 - Possesses a record of academic achievement at UTHSC that strongly indicates future performance will meet expectations and goals.
 - Will have been on tenure track at UT for at least 6 years if tenure is awarded by the UT Board of Trustees on July 1st of the coming year. Early tenure may be recommended in clearly documented exceptional cases. Early tenure is infrequently granted because it is difficult to demonstrate a history of fulfilling or exceeding expectations in a short timeframe.
- Teaching
 - positive reviews in the peer-review of teaching assessments. For more information see “Peer-Review of Teaching”
 - considered a leader in education
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - success of trainees in obtaining board certification, where applicable, or academic positions
- Research/scholarly activity, for more information see “Research/Scholarly Activity Tips”,
 - for research intensive faculty ($\geq 50\%$ research effort): (1) peer reviewed publications that have significant scientific impact based on evaluators comments and metrics such as citation number; (2) leading research efforts and, as such, be the senior or last author listed on the majority of publications unless an exception is made by the chair in consultation with the dean; (3) a history of multi-year extramural grant support with the individual being a PI or MPI on at least one ongoing extramural grant of an equal or greater than an average yearly NIH R01 grant (direct cost $\sim 200\text{K}/\text{yr}$), researchers who were recruited as team scientists may have different requirements as defined in their initial offer and/or letter of appointment; (4) meeting a specified level of salary support paid by extramural grant(s) as defined in the initial offer and/or letter of appointment; (5) national recognition of success in the candidate's area of expertise; (6) meets and exceeds expectations in the scholarly activity assessment portion of the promotion metric
 - for non-research intensive faculty: (1) publications that have significant scientific impact; (2) international, national, and regional presentations; (3) meets expectations in the scholarly activity assessment portion of the promotion metric
 - all faculty: (1) supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews; (2) appropriate H-index as described in “Research/Scholarly Activity Tips”
- Service, for more information see “Service Tips”
 - service / leads on University and/or Departmental committees and, where applicable, service on hospital committees and boards
 - participates / leads actively in professional associations

- service at the leadership level in administrative and policy-making functions
- supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
- meets expectations in the service/outreach assessment portion of the promotion metric
- Patient care
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
 - consistently at 90% or greater of their RVU clinical target
 - recognized excellence in patient care as assessed through attributes such as extent of referrals, positive comments in Letters of Evaluation, and a reputation as the “go-to” clinician in a certain area
 - development and/or implementation of innovative clinical or diagnostic procedures and technologies
- Relates effectively to students or professional colleagues
 - supportive comments from current Chair/Chief or others in Letters of Evaluation or on Annual Reviews
- National recognition by peers as an authority in a particular field of clinical and/or scientific endeavor
 - Assessment via activities outside UTHSC such as invitations to speak at national meetings or at other institutions, leading symposia, participation as a panelist in a panel of experts, presentations at national meetings, manuscript reviews or appointment on editorial boards, invited book or journal reviews, service on study sections or other invitations for grant reviews, leadership of regional or national professional organizations, elected position/membership in an exclusive professional society, or development a now accepted surgical technique or clinical protocol.

Faculty Initiated/Provided Information:

1. CV in UT format. For more information see “CV Tips”.
2. Peer-review of teaching; 2 reviews required. For more information see “Peer-Review of Teaching”.
3. Discussion with Chair/Chief of possible faculty to provide Letters of Evaluation (reference letters), with the majority from colleagues at arm’s length. For more information see “Letters of Evaluation”.
4. A cover letter from the faculty is strongly encouraged. This letter is written by the candidate and is addressed to the department chair. It presents a summary of accomplishments in all four missions with a focus on significant achievements and/or activities into which there was extensive effort. This is not a repeat of the CV, but details of career highlights. Typically this letter builds a picture of an upward trajectory, highlights an established national reputation, and details the progress towards meeting the tenure criteria. A 5 page maximum is recommended.
5. Other documents the faculty wishes to include.

Department Initiated/Provided Information:

6. Letters of Evaluation, using approved template letter with attachments. See “Letters of Evaluation”.
7. Summary for All Letters of Evaluation; administrative form. See “Letters of Evaluation”.
8. Annual Evaluations for all years while on tenure track. Added to the package by Dept P&T Coordinator. These should include annual review’s Form 1, faculty accomplishments/goals, evaluator narrative, and faculty response (if any).
9. Offer and Appointment Letters at time of hire. Dept Coordinators of P&T add these documents to the candidate’s dossier. Any salary information must be obscured and the letters must be signed.
10. Reappointment letters since appointment on tenure-track. Added by Dept P&T Coordinator.
11. Interim (mid-tenure) probationary review. Added to the package by Dept P&T Coordinator.
12. Student evaluation of teaching documentation. This can be summarized by the faculty, with extraction of specific quotes from students, and must be reviewed by the Chair to confirm accuracy of summary. If student evaluations are not be available, the Chair letter should note as such.
13. Department P&T Committee letter with vote. See “Dept P&T Committee Letter”.
14. Department P&T Committee completed Promotion Metric Sheet. For more information see “Promotion Metric”.
15. Chair Letter, must cc faculty. See “Chair’s Letter Guidelines” for other requirements.

16. Department-Generated Form 5; UTHSC administrative form. Form 5 is initiated by the Dept P&T coordinator.

Added Documents needed from Department for EARLY tenure: For faculty to be considered for tenure, they must have been on tenure track at UTHSC for at least 6 years – see “Early Tenure Designation: for more information. Consideration for early tenure requires the additional documentation outlined below (17-21).

17. Early Tenure designation on Form 5.

18. Department P&T Committee letter must address “why early”/evidence of exceptional performance.

19. Chair letter must address “why early” /evidence of exceptional performance.

20. Copy of Letter of Solicitation for all evaluators which supplied a letter.

21. Early Tenure Checklist; UT administrative form; form is started and partially completed by the Departmental Coordinator for P&T; see “Early Promotion or Tenure”.

Section 10.

Chair Letter Guidelines

There are many ways to write the Chair letter. The following are items that must be addressed in a chair letter or are suggestions of helpful additions:

- Must be in letter:
 - name of faculty
 - date of original appointment
 - date of any promotion
 - statement of proposed promotion to X rank and / or award of tenure
 - date of proposed promotion / tenure would take effect if endorsed
 - faculty member's field
 - note of recommendation of Department P&T
 - list of percent effort in research/scholarly activities, teaching, clinical activities, and service
 - comment on the extent and consistency in which clinical obligations have been met; for example, Dr X has been between 90% - 120% of their target RVU over the last 3 years
 - note whether scholarly productivity has been maintained. COM guidelines for **MINIMUM** productivity:

Table. Guidelines for Minimum expectations in publications; publications are counted over time in current rank		
Track	Assistant to Associate Prof	Associate Prof to Full Prof
Non-tenure (clinicians, teachers)	2	5
Non-tenure (researchers)	5	10
Tenure	5	10

- statement by Chair recommending or not the promotion and/or tenure of candidate
- signature of chair on letter
- the Chair letter must be cc'd to: (1) faculty candidate and (2) chair of department P&T committee
- Strongly suggested:
 - highlights of the nominee's scholarly activities
 - concrete examples of outstanding performance in teaching
 - specifics with regard to the nominee's excellence in patient care
 - areas of outstanding service and outreach
 - If there has been a major change in the effort allocation of the faculty candidate over the years, then the letter should note as much to better explain productivity in the various missions.
- If – Then needs in the Chair letter:
 - If for promotion to professor, then the Chair must review the evidence which demonstrates the faculty has a national/international reputation.
 - If the Chair is making a recommendation opposite that of the faculty recommendation, then the Chair's action must be explained and rationale provided in the letter.
 - If this is a tenure decision, then the Chair must provide a review of the faculty's teaching abilities
 - If this is for promotion of affiliate, volunteer, and adjunct faculty, then a Chair statement must explicitly define the contribution of the faculty nominee to that department.
 - If early promotion and/or early tenure, then the Chair must have detailed justification as to why.
 - If in the metric sheet the faculty is scored to have exceeded expectation or is below expectations, then an explanation must be given.
 - If department faculty vote was not unanimous, then the Chair must provide a possible explanation.

- If tenure-track went longer than 6 years, then the Chair must provide an explanation.
- If some of the “time in rank” credit was at another institution, then the Chair must confirm faculty candidate did X years at X institution at the rank of X.
- If there is no department P&T committee vote, then the Chair must provide justification as to why, i.e. We do not have 3 faculty of needed rank or tenure status (excluding rank/tenure status of department chair).
- For faculty who hold a joint appointment, the primary department should contact the chair of the secondary department to determine if the faculty member is to be simultaneously recommended for promotion in the secondary department. It is at the secondary Chair’s discretion as to whether or not they should also be promoted in the secondary department. If so, the only additional documentation required is a letter of support from the secondary department chair.

CV Tips for Faculty

- CV should follow a standard CV format such as that shown at <https://uthsc.edu/medicine/faculty-affairs/documents/sample-cv-format.docx>.
- Assume the reader of your CV knows nothing about you and has limited time to become familiar with your academic activities. Make your CV easy to read with table/bullet points that provide greater detail of a given activity. For examples:
 - define the clinical assignments you have previously done and are currently doing. Add details such as duration of that assignment, location, nature of clinic, hours/ week, and any special contributions / responsibilities you have in that clinic.
 - list students, fellows, or junior faculty that you have mentored. Add a few sentences with specifics of extent of mentoring done and outcomes, i.e. thesis or publication title, grant award with agency and amount, or details of their next job.
 - provide details of teaching responsibilities. Add specifics such as where, when, course /activity, role (lecturer, course director, attending), hrs/year, and number of trainees.
 - include a summary of student surveys of your teaching with sample comments from student evaluations from courses or residents/fellows you taught.
 - outline of ongoing research collaboration outside UTHSC. Add details such as who, where are they, nature of collaboration, and resulting joint pubs/grants/patents (in this case you can list “in progress” activities).
 - provide details of community service activities related to your profession. Add details such as where, when, nature of activity, and number of individuals who benefited.
 - add a statement identifying innovation. For examples, describe
 - novel ways you have influenced practice, improved the quality of medical care, reorganized a practice, or done analyses of health care delivery or cost-effectiveness.
 - development of new clinical procedures now accepted and used.
 - innovations in teaching such as development of new course/curriculum, videos, or other instructional materials and methods.
 - These tables/bullets are in addition to the standard recitation of education/training, professional memberships, committee assignments, editorial tasks, invited talks, grants, publications, etc.
- For publications, list citation number and impact factor of journal for each publication. This information does not typically appear in a CV. However, when you are applying for promotion and/or tenure, this is useful as it

gets at the quality of your publications. Scopus, available online via the UTHSC Library, gives citation numbers. Journal impact factors can be googled or found at the library.

- Accuracy of your CV is important. Reviewers may check facts and attention to detail is important. For example, problems will arise if the author order is different between your CV and Pubmed. For example, multiple formatting, spelling, and punctuation errors do not present your abilities in the best light.
- Have a trusted senior mentor look over your CV for any concerns and to potentially suggest additions.

Dept P&T Committee Letter

The chair of the departmental committee must write a letter summarizing the departmental committee's recommendations (including both the majority and minority opinions) and votes on all nominees considered by the departmental committee. This letter then goes to the department chair. A template is provided at <https://www.uthsc.edu/medicine/faculty-affairs/index.php> and is entitled "Template for Department P&T Committee Letter to Chair". The letter must be printed on letterhead and provide:

- Candidate name and promotion and/or tenure status they are requesting
- A narrative of the reasons for support or not supporting the tenure and/or promotion, i.e. a summary of the committee discussion
- A list of committee members with rank and tenure status
- A record of voting. For voting there are 5 possibilities:
 - yes
 - no
 - abstain/undecided
 - recuse/conflict of interest - If a committee member recuses himself/herself, their name and reason for recusal must be recorded in letter, i.e. on an active grant together.
 - absent/not in room during vote, i.e. had to step out to take a clinical call
- Report of total votes and the total vote count must equal the sum of the 5 possible votes
- Statement if a dissenting report is included, i.e. minority view presented by committee member
- Statement that voting was anonymous and all member were offered the opportunity to comment on strengths and weaknesses of a candidate
- Statement as to if the chair of the committee voted/did not vote on consideration
- Statement on why candidate is exceptional if this if for early promotion or early tenure
- Signature of Chair of the Department P&T committee

Early Promotion or Tenure

- **Early Promotion Designation:**
 - For faculty to be promoted to Associate Professor, they must have been an Assistant Professor (at any reputable institution) for a total of 4 years. For example, early promotion to become an Associate Professor is anyone who began their Assistant Professorship **after** July 1, 2021, and wants to be promoted in the promotion cycle starting in 2024 with a final decision by the UT Board of Trustees on July 1, 2025. Note, the difference between July 1, 2025 and AFTER July 1, 2021 is less than 4 years.
 - For faculty to be promoted to Professor, they must have been an Associate Professor (at any reputable institution) for a total of 5 years. For example, early promotion to become a Professor is

anyone who began their Associate Professorship **after** July 1 2020, and wants to be promoted in the promotion cycle starting in 2024 with a final decision by the UT Board of Trustees on July 1, 2025.

- There are exceptions to these rules such as if a faculty took time off from being on faculty, i.e. entered private practice. Consult with the Sr. Associate Dean of Faculty Affairs if there is such a break in academic record.
- Hire dates can be found in IRIS under “Current UTHSC Appointment” date. These dates are put in Form 5 <https://www.uthsc.edu/medicine/faculty-affairs/index.php> by Department Coordinators of P&T.

- **Early Tenure Designation:**

- All tenure-track periods are 6 years. The 6 years is only counted for time spent at UTHSC. For example, early tenure designation is given if a tenure-track faculty was initially put on tenure-track **after** July 1, 2019 at UTHSC, and wants to be promoted in the promotion cycle starting in 2024 with a final decision by the UT Board of Trustees on July 1, 2025. Note, the difference between July 1, 2025 and after July 1, 2019 is less than 6 years.
- There are exceptions to this rule such as if the faculty received an extension or suspension of their tenure clock. Consult with the Sr. Associate Dean of Faculty Affairs in these cases.
- “Tenure Review Date” can be found in IRIS and that date is put in Form 5 <https://www.uthsc.edu/medicine/faculty-affairs/index.php> by Department Coordinators of P&T.

- **Early Promotion Checklist; Administrative Form:** Form is started and partially completed by the Departmental Coordinator for P&T. It then comes with the candidate’s dossier to COM where the Office of Faculty Affairs completes. The form can be found at <https://www.uthsc.edu/medicine/faculty-affairs/index.php> and is entitled “Early Promotion Checklist”.

- **Early Tenure Checklist; Administrative Form:** Form is started and partially completed by the Departmental Coordinator for P&T. It then comes with the candidate’s dossier to COM where the Office of Faculty Affairs completes. The form can be found at <https://www.uthsc.edu/medicine/faculty-affairs/index.php> and is entitled “Early Tenure Checklist”.

Letters of Evaluation

All potential evaluators are to be identified by mutual agreement of the candidate and the chair. The majority of the evaluators should be in an arm’s length relationship with the candidate (see “Arm’s Length” below). The number of evaluators proposed should exceed the minimum required (see “Number of Letters Needed” below). Once the Chair and candidate determined who is to be asked, the evaluators contact information is provided to the Department Coordinator for P&T. The Department Coordinator for P&T will solicit letters (see “How to Request Letters of Evaluation” below) and, once all letters are received, complete the Summary Form (see “Summary Form Departments Complete for Letters of Evaluation” below). All requests for letters must be done using the approved template.

- **Arm’s Length:** A truly effective letter of recommendation comes from a faculty member who has an “arm’s length” relationship with the candidate. Thus, faculty that have interacted with the candidate at national meetings or symposia in their area of expertise, someone who has asked the candidate to contribute to a review, or a UTHSC faculty in another department. A letter from an individual who has a clear conflict of interest or special interest in the candidate’s career is not arm’s length and, as such, that letter is not

terribly effective. Common examples of this conflict include faculty who are co-investigators on active grants, past mentors, current practice partners, faculty that have published with the candidate in the last 3 years, or members of their department/division. However, CAPT recognizes this conflict is sometimes unavoidable, i.e. assessment of teaching by a course director in the candidate’s department. Thus, 1 or 2 of the letters might be from individuals not at arm’s length.

- **Number of Letters Needed:** Minimum number of letters and whether they are from inside or outside UTHSC is dependent on the candidate’s rank they are hoping to be promoted to and their tenure status. Please see table:

Type of Promotion	Min# of ¹ Internal Letters	Min # of ² External Letters
A. Instructor to Assistant Professor	3	0
B. Assist to Assoc WITHOUT tenure	3	2
C. Assist to Assoc WITH tenure	2	3
D. Assoc to Professor ANY tenure status	2	3
E. Tenure without Promotion (“a” below)	2	3

Internal versus External

¹Internal: UTHSC or UTHSC affiliates like St Jude or VA

²External: not employed or affiliated with UTHSC

Letter writer must be (a) at or above the candidate’s current rank, in the case of tenure review only, or (b) at or above the rank to which the candidate aspires to be promoted. In cases where the letter writer holds the title of Emeritus, the letter does not count toward the minimum requirement.

For consideration for the award of tenure for a UTHSC faculty, the letter writer MUST be tenured and state as much in the letter of reference. For already tenured faculty going up for promotion, tenured letter writers should be used wherever possible.

- **How to Request Letters of Evaluation:** Department staff assigned to help with P&T must use the approved template “Letter of Solicitation”. This template is the only way we are allowed to request letters of evaluation. The letter of solicitation with 2 attachments is provided to the evaluator. The 2 attachments are the (1) candidate’s CV, and (2) document entitled “UTHSC Promotion and Tenure Criteria”. The solicitation template and criteria document can be found at <https://www.uthsc.edu/medicine/faculty-affairs/index.php>. Letters of Evaluation should be solicited before Department P&T committee meetings and should be used in the faculty deliberation. For additional information, reference UTHSC Faculty Handbook section 4.11.2.1.
- **Summary Form Departments Complete for Letters of Evaluation:** This form is a checklist to monitor if mandatory elements of a letter of evaluation are present in a given letter and, as such, if the letter will be accepted by UT. Form can be found at <https://www.uthsc.edu/medicine/faculty-affairs/index.php> and is titled “Letter of Evaluation Summary Sheet”. This letter summary sheet is completed by the Departmental Coordinators for P&T for every candidate going up for promotion or tenure. Many of the tips and pitfalls associated with letters of evaluation can be minimize if this form is carefully completed. A power point (at the

URL above) from the Departmental Coordinators workshop goes through the requirements for letters and this summary sheet.

Peer-Review of Teaching

Peer review of teaching is required for everyone requesting promotion and/or award of tenure. Details of this process and the approved forms for that review can be found at <https://www.uthsc.edu/medicine/faculty-affairs/documents/peer-review-of-teaching.pdf>

Promotion Metric

A quantitative assessment of accomplishments are required for all paid faculty going up for promotion in each of the missions in which the candidate has effort. Faculty going up for promotion and/ or tenure are expected to typically meet and/or exceed in all missions and categories.

The assessment called the “Promotion Metric” is completed by both the Department P&T committee and College P&T committee. At <https://www.uthsc.edu/medicine/faculty-affairs/index.php> there are two related metric scoring sheets – a long and short version. The long version is a PDF with instructions and helpful details related to the categories in each mission and is entitled “Promotion Metric with Instructions”. The second shorter Excel version has auto calculation of the final score and is entitled “Promotion Metric Shorter Version with Auto-calculate”. Either version, when completed, is acceptable to submit with the candidate’s dossier.

Research/Scholarly Activity Tips

- **Quantifying Research Impact:** Candidates can make a strong case for research impact by identifying their top 5 publications, presenting the why and how these have impacted the field, and providing metrics such as citation numbers, journal impact, number of views and downloads, and invitations to speak based on a given study.
- **Research-Intensive, Nontenure Track Tips:** One key attribute in promotion of research-intensive nontenure faculty is in the step-wise progression in independent research. Growing independence should be evident in all aspect of research from study design, implementation, analysis, writing up of the study, and participation in grant applications. For examples, applying for an extramural grant as the PI is consistent with a candidate under consideration for promotion to Assistant Professor, nontenure track, while obtaining an extramural grant as the PI is consistent with a candidate under consideration for promotion to Associate Professor, nontenure track. The grants can be smaller Foundation awards. Alternatively, the faculty may be identified by a more senior faculty as an independent and significant contributor to the ideas and writing of a major extramural award.
- **Social Media:** Internet-based, professionally relevant podcasts, newsletters, blogs, webinars, tutorials, etc, may be accepted as nonpeer-reviewed scholarship at UTHSC COM. Given the scope and complexity of internet-based platforms, the impact of a candidate’s electronic portfolio on their promotion and/or tenure will be reviewed on a case-by-case basis. Considerations will include, but not be limited to:
 - relative number of user, page views”, or downloads

- quality of digital scholarship
- extent of effort/role in content creation and management
- originality
- potential to advance the field and/or improve public education
- how the social media aligns with the candidate’s assigned academic mission(s) .

As such, candidates for promotion and / or tenure should address these considerations in a cover letter submitted to their department chair. An internet address and brief description of the site with its objective(s) should also be provided.

- **H-Index:** H-index is one metric that takes into consideration both number of publications and citation numbers of publications for a given author. As a general guideline, new assistant professors commonly have an h-index around 5, those ready for promotion to associate professor have a score around 10, while those going up for full professor have a score around 20. However, many factors can raise or lower these values by 2 or more points. Factors such as if a faculty is research-intensive versus has a high clinical or administrative load. Some have argued that an h-index that matches the number of years a scholar has been working in the field is a respectable score. H-index is considered reliable and a reasonable metric to assess quantity and quality of publications. However, it has limitations such as it does not give due credit for a seminal publication with extraordinarily high citations. As such, it should never be the only metric considered for promotion or tenure. Scopus, available online via the UTHSC Library, can be used to calculate an individual’s h-index.

- **Publication Minimums:**

Table. Guidelines for Minimum expectations in publications		
Track	Assistant to Associate Prof	Associate Prof to Full Prof
Non-tenure (clinicians, teachers)	2	5
Non-tenure (researchers)	5	10
Tenure	5	10

- Publications are counted over the entire period the faculty is at their current rank. Thus, it is independent of if they were at UTHSC or another institution.
- While in rank at UTHSC faculty are expected to list UTHSC as the institution where the research was done. Faculty publications which list a different affiliation are not considered when determining numbers of publications obtained while in rank.
- Continuing to publish with a past mentor suggests a researcher may not be making a name or niche. This is especially the case when there is no time gap in publishing with the mentor from Postdoctoral or Fellowship training to an Assistant Professor appointment. If research independence is likely to be an issue for a promotion, the candidate’s Chair should include a statement noting the reason for a limited number of senior authorships or continued listing of past mentors as authors.
- Tenure and tenure track faculty should “count” only peer-reviewed publications to meet the minimums in the table listed above. This includes original research and case-base studies, and should be accessible in the NIH PubMed (<http://www.ncbi.nlm.nih.gov/PubMed/>) database. COM recognizes a few peer-reviewed journals are not in PubMed (i.e. respected online journals), and this will not negatively affect your promotion and/or tenure. For publications such as reviews and textbook chapters, these do not “count” towards the minimums in the table, but are unquestionably used to assess criteria such as national reputation.
- Non-tenure track faculty should “count” both peer-reviewed publications and scholarly works such as reviews, textbook chapters, monographs, etc when determining if minimum publications are met.

Please note, multiple editions (different year or different language) of the same textbook chapter count only once toward reaching the minimum publication number unless significantly revised between editions. Please note, social media presence can also count as a scholarly work – see “Social Media” above.

Service Tips

- Mentoring should always be part of an academician’s professional life. Mentoring can be accounted for in service, research, or education missions. However, once it is incorporated as part of the effort of one of these missions, it cannot be counted again in one of the other missions.
- Mentoring should be outlined in the letter from the candidate to the chair and/or on the candidate’s CV. Estimates of contact time, who and how many trainees are mentored, and a general explanation of mentoring efforts should be included. Any outcomes, such as great placements for the trainees and/or student-given recognition or awards to the faculty, are also helpful to outline in the letter to the chair.
- Service efforts should be related to the candidate’s professional life. Examples of this include, but are not limited to, involvement in community health initiatives, health or research fairs, service on hospital committees or in state or national organizations related to the candidate’s professional life, mentoring trainees, and service on department, College or UTHSC committees.

Volunteer Faculty Considerations

Volunteer faculty play a major role in educating UTHSC trainees. The College of Medicine recognizes that trainees would be less proficient in their chosen field without exposure to these practicing clinicians.

- Volunteer faculty are promoted based on the same criteria as non-tenure track faculty. As such, volunteer faculty must provide high-quality patient care, as judged by peers and excel in teaching activities. Further, the faculty must have achieved regional or national recognition to be considered for promotion to Associate or Full Professor, respectively. The minimum number of publications and acceptability of non-peer formats (i.e. book chapters, monographs, etc) are identical to that of the guidelines for non-tenure track promotion. Please note, these publications are to have been obtained while at the current rank.
- The promotion metric sheet is not completed for volunteer faculty given the assessment requires percent effort for each of the UT missions be defined. Volunteer faculty are typically not assigned percent effort by UT.