

The Promotion Process at LKSOM

Prepared by the Lewis Katz School of Medicine
Office of Faculty Affairs (OFA)
Temple University
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LKSOM Promotion Guidelines

The purpose of this slide deck is to provide a practical overview of the LKSOM Promotion process, however further policy descriptions (LKSOM Tenure and Promotion Guidelines and Temple University Faculty Handbook) can be found at the following links for your reference:

<https://medicine.temple.edu/resources-faculty/policies-other-resources>

<https://medicine.temple.edu/resources-faculty/promotiontenure>

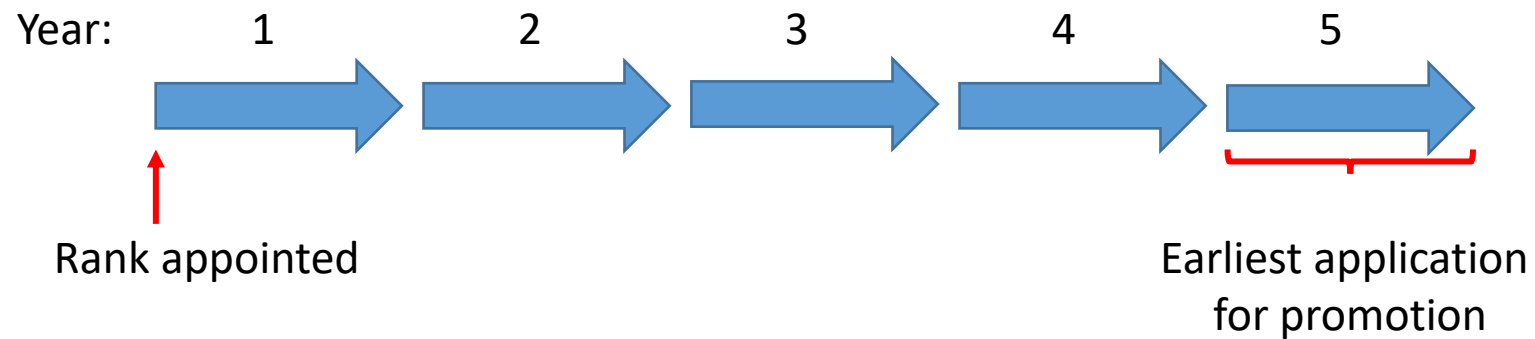
(Please also refer to The Tenure Process at LKSOM slide deck)

Promotion at LKSOM

- Promotion shall be based primarily on the quality of research, teaching and service
 - The future promise of the individual as a scientific contributor to his or her discipline and as an educator will be considered, along with the long-term structural and academic needs of the Department and School
- Recommendation of a non-tenured tenure-track faculty member for promotion to the rank of either Associate or Full Professor may be made with or without a simultaneous recommendation for tenure
 - The **LKSOM Tenure Committee** has jurisdiction over simultaneous promotion and tenure recommendations
 - The **LKSOM Appointments and Promotions Committee** reviews all recommendations to promote tenured faculty or non-tenure track (NTT) faculty members who are not under consideration for tenure
- Promotion of LKSOM NTT faculty members shall be governed by the standards described in Slides 19-32

Time in Rank for Promotion

- Time in rank to be considered for promotion to a higher rank is 5 years



Promotion of Tenure Track or Tenured Faculty

- **Promotion to Associate Professor** is based primarily on excellence in research
- **Research:** the establishment of an independent, extramurally funded research program and the publication of peer-reviewed papers are primary in this evaluation
 - Grants: evidence of sustained funding for research program
 - Publications: sustained corresponding author papers published
- **Teaching:** accomplishments should provide evidence that the individual has the ability to reach the level of excellence eventually required for a successful future review for tenure.
 - Documented effectiveness of teaching at LKSOM across modalities
- **Service:** engagement within LKSOM and nationally
 - i.e. committees, study sections, journals, associations

Promotion of Tenure Track or Tenured Faculty

- **Promotion to Professor** is based on excellence in research and professional achievement beyond that required for the Associate Professorship
- **Research:** achieved a level of national or international recognition in his/her research field
 - assessed by sustained external grant funding, quality and impact of publications, invitations to serve on national/international review panels or to take part in symposia/research meetings
 - independent referees should also be able to provide evidence of the candidate's standing in their research field
- **Teaching:** continued effectiveness in teaching/mentoring in didactic or research laboratory settings
- **Service:** marked contributions to the advancement of the University in academic, administrative, and/or professional services

Promotion Criteria for Tenure Track or Tenured Faculty

- Time in rank to be considered for promotion to higher rank is 5 years
- Candidates for promotion will have their entire body of scholarship and/or creative achievement considered
- The Departmental P&T Committee, Department Chair, LKSOM Appointments and Promotions Committee **OR** Tenure committee and LKSOM Dean consider 3 levels of performance across 3 categories:
 - Categories: **Research, Teaching and Service**
 - Levels of Performance: **Excellent, Satisfactory** or **Unsatisfactory**
- At LKSOM, there is an expectation of **Excellence in research** for promotion
- Candidates for promotion must be **Satisfactory** in the other categories

Research Criteria for Tenure Track or Tenured Faculty

<https://medicine.temple.edu/resources-faculty/promotiontenure>

- **Excellence in research** can be demonstrated by:
 - publications in peer reviewed journals (especially corresponding author papers)
 - extramural R01 or equivalent grant funding (evidence of ability to sustain funding)
 - invitations to present at national and international meetings
 - indications of external recognition such as service on NIH review panels, invitations to review manuscripts for scientific journals or to serve on editorial boards
 - contributions to monographs or books
 - Independent External Evaluator letters
 - Individuals recognized for their outstanding research in the candidate's field of interest

Teaching Criteria for Tenure Track or Tenured Faculty

<https://medicine.temple.edu/resources-faculty/promotiontenure>

- Teaching accomplishments can be demonstrated by a range of experiences and contributions to the educational mission of LKSOM, including:
 - didactic classroom teaching
 - small sessions
 - mentoring in the research laboratory
 - teaching in a clinical setting
 - instruction provided to professional students, graduate students, postdoctoral fellows, etc.

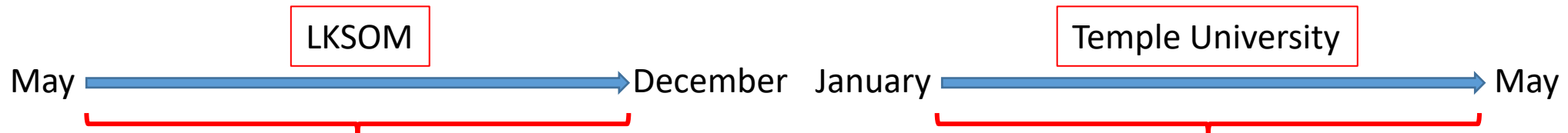
Service Criteria for Tenure Track or Tenured Faculty

<https://medicine.temple.edu/resources-faculty/promotiontenure>

- Service endeavors should include both internal and external activities:
 - administrative activities such as directing a course, chairing a committee, participating on student supervisory committees, acting in an administrative capacity in the home department, or participation in School or University government
 - service to the scientific community such as acting as a referee or editor for a professional journal, chairing or actively participating on committees of professional or academic societies, or participating on reviewing bodies for federal granting agencies

(consideration will be given to the importance and duration of the service activity and to the impact the service has on the standing of the School and the University)

Administrative Timeline for Tenure Track or Tenured Faculty Promotions



Sequential Process of Assembly and Review:

- OFA requests promotion recommendations from Department Chairs/Center Directors
- OFA staff member assigned to assist faculty member in assembling dossier (slides 12-18)
- Department Chair compiles list of external evaluators to be contacted by OFA
- Dossier compiled and reviewed by OFA
- Department P&T committee meets to review dossier and make recommendation
- Department Chair reviews dossier and makes recommendation
- LKSOM Appointments and Promotions Committee **OR** Tenure Committee reviews dossier and makes recommendation
- Dean reviews dossier and makes recommendation

Sequential Process of Submissions and Approvals:

- Promotion dossier submitted with transmittal form and all recommendations to Temple University Office of Faculty Affairs
- University Committee/Council of Deans
- President
- If successful, Promotion granted for July 1

Tenure Track or Tenured Faculty Promotion Dossier

Upon approval of commencing a promotion application, OFA will assign a staff member to assist the faculty in assembling their dossier into the following components:

- **Candidate files**
 - Updated CV (Temple format)
 - Teaching (see Slide 13), Research (see Slide 14) and Service (see Slide 15) documentation
- **Department files** (see Slide 16)
 - External evaluator documentation
- **Dean's files** (see Slide 17)
- **Provost's files** (see Slide 18)
 - added by Temple University Vice Provost of Faculty Affairs

Candidate Files - Teaching

- **Teaching Assignment Form** completed for all years since receiving a tenure track appointment at Temple, including course number and name, enrollment, and the number of TAs supervised or assigned to the course for fall, spring, and summer sessions over the course of tenure track service at Temple
- **Students being supervised** in thesis and dissertation work - indicate your role (chair, member, external reader) and dates of involvement as well as whether the student has completed his/her degree(s)
- **Student advisees** (who are not thesis or dissertation candidates) - list students and their level (lower division, upper division, graduate)
- **University Course and Teaching Evaluation Summaries** with both qualitative and quantitative data for all courses taught
- **Supplemental internal and/or external teaching evaluations** such as peer evaluations, teaching portfolios
- **Representative course syllabi** -- for courses developed and/or revised by the candidate
- **Published textbooks or instructional materials** and information on their use
- **Pedagogical articles/reports** of formal studies of instruction, if any
- **Student products** -- List of master's theses, doctoral dissertations, students' presentations of scholarly/creative work supervised by the Candidate both within and outside the University including any student publications, awards, and other accomplishments
- **Awards and prizes** - Award letters or other evidence of awards or prizes to the faculty member received for teaching

Candidate Files - Research

- **Journal Assessment Information (obtained by OFA via LKSOM Library)** - Assessment of journals in which the candidate has published as based on school/college criteria for top journals. Include such measures as journal impact, reputation of the journal, number of libraries holding journal, acceptance rate, and if the journal is refereed
- **Citation Report (obtained by OFA via LKSOM Library)** for Candidate or other indicators of impact of the Candidate's work
- **Copies Of All Published Scholarly Work** - each book, article, book chapter, book review or commentary that has been published at Temple or is currently in review for publication should be included. Appropriate documentation of creative work should also be included. A candidate may also include copies of scholarly presentations and/or any work currently in progress
- **Published Reviews** of the Candidate's books, performances, exhibits, installations, or other scholarly/creative work
- **External Support Form (reviewed by Office of Research Administration)** - External support for scholarly or creative work or research, including Grants, Contracts, Fellowships, Summer Grants, Artist in Residencies, or other awards in support of research, scholarship or creative work. Includes source of support, type of support, duration of the award, dollar amount of support (direct costs) for the faculty member's research, role in carrying out grant/contract project (principal investigator or other role), and percent effort. Copies of Award Letters should be included when the faculty member is PI

Candidate Files - Service

- **Documentation of Service Activities**
- **Evaluations of Service Contributions, Service Awards, or Other Recognition**

Department Files

- **External Evaluators Form** - List of independent external evaluators (outside of Temple), with individual or group who selected each evaluator indicated
 - For pre-tenure promotion: LKSOM OFA requests **7 letters** to ensure the minimum University requirement of 4 is attained
 - For post-tenure promotion: LKSOM OFA requests **12 letters** to ensure the minimum University requirement of 7 is attained
 - **Independent evaluators should not include the candidate's dissertation advisor, mentors, co-authors, co-investigators on grants, and other persons with a similar professional relationship with the candidate**
 - They should be **Full Professors** and leaders in their fields (as supported by honors, awards, professional positions and scholarship/creative work) unless written justification is obtained to accept a lower rank
- **Explanation of evaluator's credentials**
- **Letter sent to external evaluators** requesting their participation
- **Brief biographical sketch** or resume of each external evaluator
- **Letters from external evaluators** - on letterhead

Dean's Files

- **Promotion Transmittal Forms** from Department Tenure and Promotions Committee, Department Chair, LKSOM Appointments and Promotions Committee OR Tenure Committee and Dean, including recommendations from each level
- **Candidate's written responses - (if any)** to recommendations from Departmental Committee, Department Chair, and/or College Committee
- **A copy of the LKSOM Tenure and Promotion guidelines**

Provost's Files

- **Provost's recommendation**
- **Council of Dean's voting record** and any subcommittee reports
- **A candidate's written responses (if any)** to recommendations from the Dean or the University Tenure & Promotion Advisory Committee

Promotion of Non-Tenure Track (NTT) Faculty

- Non-Tenure Tracks for LKSOM faculty include:
 - Clinician Educator Track (CET)
 - Clinician Scholar
 - Clinician Educator
 - Basic Science NTT
 - Educators
 - Researchers
 - Physician Assistant Track

Standards of Promotion of NTT Faculty

- NTT promotion to the rank of Associate Professor requires:
 - evidence of **excellence** in the required major competencies (Slide 22)
 - **satisfactory** performance must also be demonstrated in one or more of the minor competencies as specified for each individual NTT track (Slides 27-31)
 - demonstration of developing leadership capabilities
- NTT promotion to the rank of Professor requires:
 - evidence of **established expertise** in each of the required major competencies (Slide 22)
 - a **sustained pattern** of both leadership and innovation in one or more major competencies
 - **satisfactory** performance must also be demonstrated in one or more of the minor competencies as specified for each individual NTT track (Slides 27-31)
- The evidence required to establish a candidate's excellence, expertise, leadership, and/or innovation will depend on the context in which the faculty member serves LKSOM and the responsibilities assigned to them by the Dean and/or Department Chair
- In general, objective data should be used where available, and subjective data should be corroborated by the use of multiple independent sources, including letters of reference and supporting testimonials

Standards of Promotion of NTT Faculty: Letters of Reference (LOR)

- LOR reference are required from professional peers holding academic appointments equal to or higher than the candidate's rank after promotion
- LOR can be from peers internal to LKSOM (but not from within the candidate's department) or from external peers
- A minimum of 2 independent external reviews of the candidate's portfolio will be obtained in cases where 50% or more of a candidate's required LOR are internal
 - For promotion to NTT Associate Professor: 4 LOR required
 - For promotion to NTT Professor: 6 LOR required
- The letters should specifically address the NTT faculty candidate's qualifications for promotion as related to the domains of competence (Slide 22) required for their particular track

Promotion of NTT Faculty: Domains of Competence

- 4 domains of faculty competence are essential to the LKSOM mission
 - Clinical Care (Slide 23)
 - Education (Slide 24)
 - Scholarship (Slide 25)
 - Service (Slide 26)
- NTT promotion is dependent on consistent devotion to and sustained achievement in some combination of these four domains
- The precise weight allotted to each of these competencies during consideration for NTT promotion will depend on the track (Slides 27-30)

Promotion of NTT Faculty: Domains of Competence

- **Clinical Care**

- Scope and Volume of Practice
- Quality of Care
- Professionalism: peers, allied professions, support staff
- Patient Satisfaction

Promotion of NTT Faculty: Domains of Competence

- **Education**

- Efficacy: Objective Student Performance Measures
- Contributions to Teaching: Time, Setting, Effort
- Range of Students: medical students, residents, fellows
- Mentoring / Tutoring
- Teaching Awards
- Lecturing to External Groups or at CME Events
- Community (patient) Education
- Curriculum Development
- Formal Training in Educational Theory and Techniques
- Educational Leadership Positions

Promotion of NTT Faculty: Domains of Competence

- **Scholarship**

- Original Research in Peer Reviewed Journals
- Review Articles
- Educational Materials
- Case Reports
- Book Chapters
- Editorials
- Grant Support
- Novel Channels for Durable Dissemination of Information (Web-based, Social Media)

Promotion of NTT Faculty: Domains of Competence

- **Service**

- Departmental, Hospital, or Medical School Committees
- Departmental, Hospital, or Medical School Administrative Service
- Professional Organization Committees or Officer Roles
- Service to Local, State or National Governmental Organizations in a Professional Capacity (ongoing representation or isolated testimony)
- Service to Professional Licensing or Examining Organizations
- Peer Reviewer or Editorial Board Service
- Clinical Service Directorship
- Educational Program Directorship
- Active Participation in Innovative Institutional Programs

Promotion criteria for CET – Clinician Educator

- Major domains of competence are **clinical care** and **education**
- For promotion to Associate Professor candidates will be expected to demonstrate **excellence in clinical care and education** and **developing leadership capabilities**
- For promotion to Professor candidates will be expected to demonstrate a **sustained pattern of expertise, leadership, and innovation** in **clinical care** and **education**
- For promotion to either rank, **satisfactory** performance must also be demonstrated in **service**.
- Satisfactory activity in scholarly work may also be considered but is not required on this option.
- Within the domain of **clinical care**, it is expected that evidence will be presented to support achievement at the appropriate level in all four of the elements of performance listed (Slide 23)

Promotion criteria for CET – Clinician Scholar

- Major domains of competence are **clinical care, education and scholarship**
- For promotion to Associate Professor candidates will be expected to demonstrate **excellence in clinical care, education and scholarship** and **developing leadership capabilities**
- For promotion to Professor candidates will be expected to demonstrate a **sustained pattern of expertise, leadership, and innovation in clinical care, education and scholarship**
- For promotion to either rank, it is expected that evidence will be presented to support **excellence in clinical care** at the appropriate level in all four of the elements of performance listed (refer to slide 23)
- For promotion to either rank, **excellence in two of the three categories of education, scholarship and service** must be demonstrated. Satisfactory performance will be accepted in the third category. Service to LKSOM and the broader medical community is also important
- Within the domain of **scholarship**, the general expectation is a minimum of two publications in peer-reviewed journals per year in rank.
 - At the discretion of the Appointments and Promotions Committee this requirement may also be satisfied in part by publication of works that are not peer-reviewed, by presentations at national meetings or symposia, or by some combination of the above. Under these criteria usually two non-peer reviewed publications or presentations are held as equivalent to one peer reviewed publication.

Promotion criteria for Basic Science NTT Educator

- Major domain of competence is **education**
- For promotion to Associate Professor candidates will be expected to demonstrate **excellence in education** and **developing leadership capabilities**
- For promotion to Professor candidates will be expected to demonstrate a **sustained pattern of expertise, leadership, and innovation in education**
- For promotion to either rank, **satisfactory** performance must also be demonstrated in **EITHER scholarship OR service**

Promotion criteria for Basic Science NTT Researcher

- Major domain of competence is **scholarship**
- For promotion to Associate Professor candidates will be expected to demonstrate **excellence in scholarship** and **developing leadership capabilities**
- For promotion to Professor candidates will be expected to demonstrate a **sustained pattern of expertise, leadership, and innovation in scholarship**

Promotion criteria for Physician Assistant Faculty

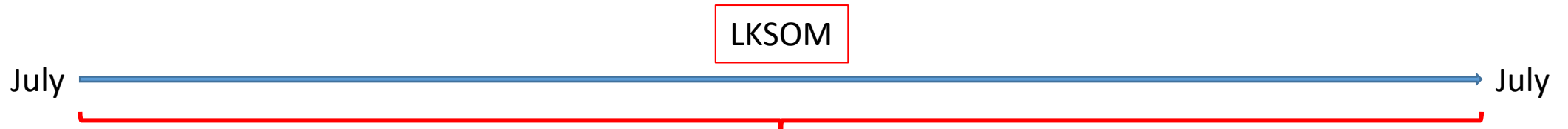
- Major domain of competence is **education**
- For promotion to Associate Professor candidates will be expected to demonstrate **excellence in education** and **developing leadership capabilities**
- For promotion to Professor candidates will be expected to demonstrate a **sustained pattern of expertise, leadership, and innovation in education**
- For promotion to either rank, **satisfactory** performance must also be demonstrated in **clinical care, scholarship OR service**

NTT Promotion Dossier Components

- Letter of Support from Department Chair
- Letter of Support from Department Committee
- Updated CV Signed in Temple Format
- Letters of Recommendation
 - 4 for promotion to Associate Professor
 - 6 for promotion to Full Professor
- Teaching Portfolio*
- Evidence of Prior Teaching*
 - i.e. student and peer evaluations
- A copy of PA medical license (CET promotions only)

*not required for Basic Science NTT Researcher promotion

Administrative timeline for NTT faculty promotions



Sequential Process of NTT Dossier Assembly and Review:

- OFA requests promotion recommendations from Department Chairs/Center Directors
- Chair submits NTT faculty names to be considered for promotion in August
- OFA staff member assigned to assist faculty member in assembling dossier
- The faculty member going up for promotion compiles list of internal/external evaluators to be contacted by OFA
- Dossier assembly is completed by NTT faculty member and reviewed by OFA by end of October
- Letters of recommendation are due in early December
- Department P&T committee meets to review dossier and make recommendation
- Department Chair reviews dossier and makes recommendation
- The Department P&T and Department Chair recommendations are due by February 1st
- LKSOM Appointments and Promotions Committee reviews dossier and make recommendation between February and April
- LKSOM Dean reviews dossier and makes decision
- If successful, Promotion is effective July 1

For questions regarding the Promotion process at LKSOM please contact:

Heather Clauss, MD

Senior Associate Dean of Faculty Affairs

Lewis Katz School of Medicine

heather.clauss@tuhs.temple.edu

Douglas G. Tilley, PhD, FAHA

Assistant Dean of Faculty Affairs

Lewis Katz School of Medicine

douglas.tilley@temple.edu



Bryant Tabb

Director, Faculty Affairs

Lewis Katz School of Medicine

btabb@temple.edu