

The Tenure Process at LKSOM

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Temple University
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LKSOM Tenure Guidelines

The purpose of this slide deck is to provide a practical overview of the LKSOM Tenure 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 Promotion Process at LKSOM slide deck)

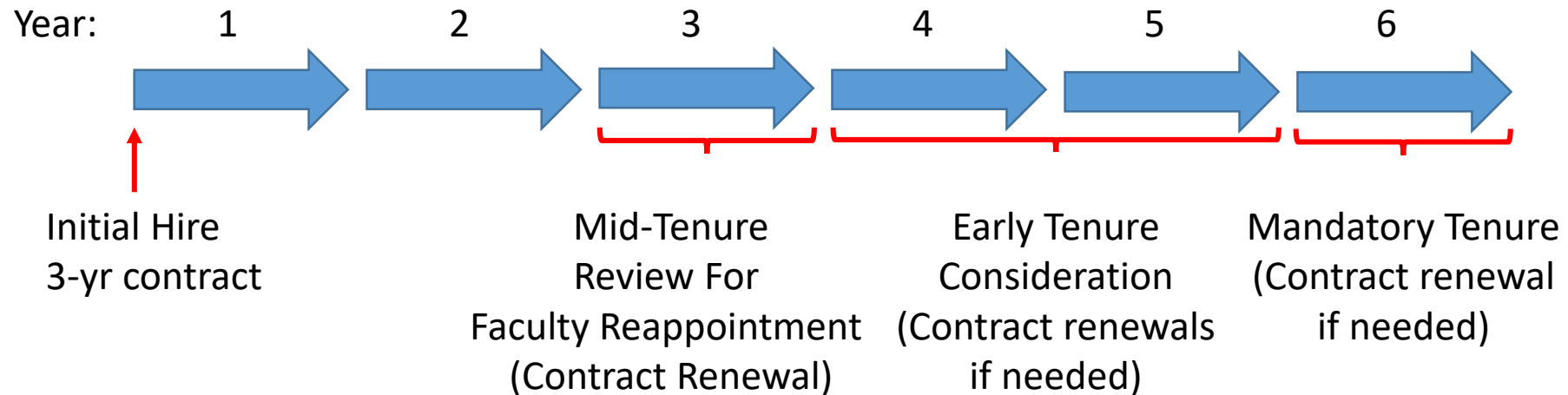
Tenure at LKSOM

- Tenure is granted by Temple University to LKSOM tenure track faculty who have achieved outstanding levels of research and teaching contributions as evaluated at the levels of their Department, their Chair, LKSOM and the Dean
- Faculty can be on the tenure track (probationary period) for up to 6 years
 - Exclusive of approved leaves of absence and COVID-19 extension (see slide 4)
- Tenure is housed within the faculty member's department
- Tenure provides a guarantee of the A1 component of the faculty's base salary

Changes to Tenure Timeline

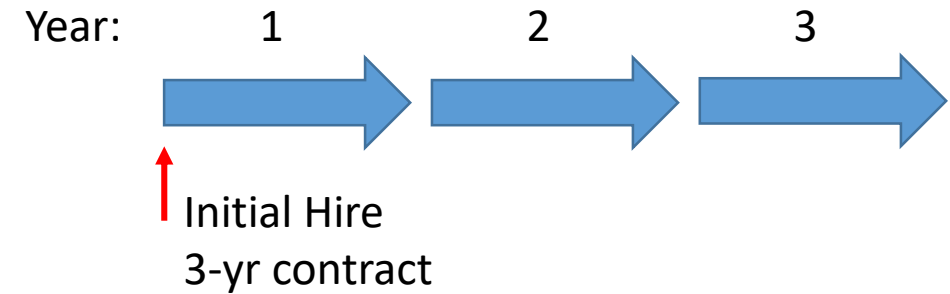
- Approved leaves of absence (i.e. FMLA)
http://www.temple.edu/hr/departments/employeerelations/documents/Employee_Manual.pdf
- An officially sanctioned extension of the tenure probationary period may lengthen the 6-year period, but scholarship published while the clock is stopped will be included in the consideration of credentials
- COVID-19 automatic 1 year tenure extension applied to all tenure track faculty at Temple University for 2020-21
 - Faculty had the option to decline extension and proceed on scheduled tenure timeline
 - Faculty that accepted the extension are still eligible for early tenure consideration if appropriate

Tenure Track Timeline



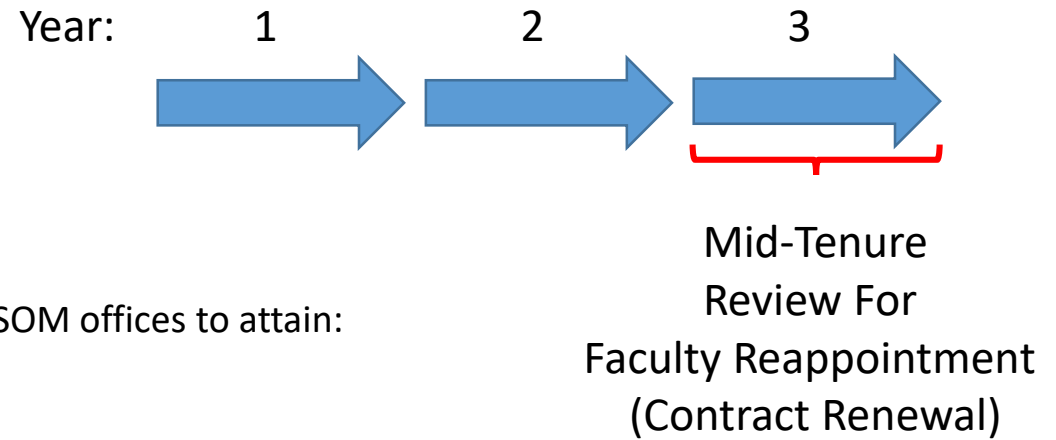
- This timeline is an example of a candidate in their initial tenure track faculty position
- Some tenure track faculty are hired at different stages of their careers and may have slightly different timelines from that shown
- Tenure clock starts July 1 for traditional hires, but can start anytime between July-December.
(For new faculty starting after January 1st, the tenure clock commences as of the following July 1st)

Years 1-3 of Tenure Timeline



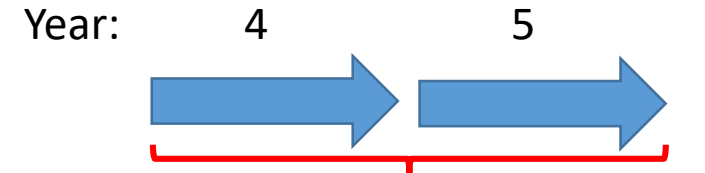
- Early career investigators (i.e. initial tenure track faculty position)
 - Attain preliminary data and apply for external R01 or equivalent funding
 - Begin publishing corresponding author papers
 - Coordinate with Department Chair to attain educational opportunities as appropriate
 - **NOTE: confirm with course coordinators that you will receive teaching evaluations when you initially agree to participate in a course**
 - Begin participating in LKSOM/national service activities as appropriate
- Established investigators (i.e. already have independent grant funding)
 - Maintain external R01 or equivalent funding/attain new awards
 - Continue publishing corresponding author papers
 - Participate in/expand LKSOM educational activities as necessary
 - Participate in LKSOM/national service activities

Mid-Tenure Review



- OFA will contact the tenure track faculty to work with the appropriate LKSOM offices to attain:
 - Updated CV (TU format)
 - Teaching Assignment form
 - Scholarship/Creative Work Assessment
 - External Support form
- Mid-tenure review to assess how faculty member is progressing toward Tenure is performed sequentially by:
 - Department Promotions & Tenure (P&T) committee
 - Department Chair
 - LKSOM Tenure committee
 - LKSOM Dean
- Upon approval of the Temple University Vice Provost of Faculty Affairs, LKSOM OFA may issue a contract renewal (1-3 years) based on the recommendation from the LKSOM Dean
- Faculty works with Department Chair/Center Director/Dean's offices to enact recommendations for strengthening dossier
 - Research – external R01 or equivalent grants attained with substantive salary support (% effort)?
 - Teaching – appropriate participation and supportive evaluations being attained?
 - Service – appropriate level of service engagement?

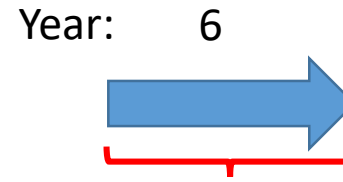
Years 4-5 of Tenure Timeline



Early Tenure Consideration
(Contract renewals if needed)

- Faculty may be considered for early tenure
 - Tends to be more appropriate for faculty initially hired at an established stage of their career than faculty hired into their initial tenure track position, but not exclusive
- Discuss dossier with Department Chair/Center Director to assess whether research and teaching activities are **outstanding** and service at least satisfactory
 - Research (NATIONAL RECOGNITION):
 - Grants: attained/maintained > 1 R01 or equivalent external award, **evidence of sustained funding for research program**
 - Publications: **sustained corresponding author papers published**
 - Teaching: documented effectiveness of teaching at LKSOM across modalities
 - Service: engaged within LKSOM and nationally (i.e. study sections, journals, associations)
- After discussing with Chair, contact OFA for review if you would like to apply for early tenure (see slide 23)
- If contract renewals are required, the same process outlined for mid-tenure review is engaged

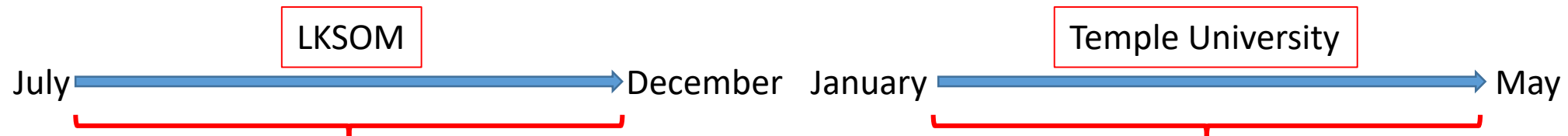
Mandatory Tenure



Mandatory Tenure (Contract renewal if needed)

- The tenure application process is automatically engaged in year 6
- OFA will contact the tenure track faculty member and Department Chair
- An OFA staff member will be assigned to help candidate assemble dossier components for submission (see subsequent slides)
- Additional contract renewal process engaged if required

Administrative Tenure application timeline



Sequential Process of Assembly and Review:

- Initiated by OFA with staff member assigned to assist faculty member in assembling dossier (slide 15)
- Department Chair compiles list of 12 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 Tenure Committee reviews dossier and make recommendation
- Dean reviews dossier and makes recommendation

Sequential Process of Submissions and Approvals:

- Tenure dossier submitted with transmittal form and all recommendations to Temple University Office of Faculty Affairs
- University Committee/Council of Deans
- Provost
- President
- Office of the Secretary
- Academic Affairs Committee
- Board of Trustees
- If successful, Tenure granted for July 1

Tenure Criteria

- Candidates for tenure will have their entire body of scholarship and/or creative achievement considered, but **work produced during the tenure track probationary period will be emphasized**
- The Departmental P&T Committee, Department Chair, LKSOM Tenure committee and LKSOM Dean consider 3 levels of performance across 3 categories:
 - Categories: **Research, Teaching and Service**
 - Levels of Performance: **Outstanding, Satisfactory or Unsatisfactory**
- At LKSOM, there is a general expectation of **outstanding performance in research and teaching** in the evaluation of a faculty member for tenure. Service to the University, the profession, or the scientific community is also valued but receives secondary consideration in tenure decisions (a level of **satisfactory** is acceptable).

Research Criteria

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

In brief:

- Candidates for tenure should demonstrate **outstanding** research/scholarship at national research programs in their discipline as demonstrated by:
 - publications in peer reviewed journals (including 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

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

In brief:

- The total range of the individual's **outstanding** teaching experience and the entire contribution to the educational mission of LKSOM should be considered:
 - 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

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

In brief:

- **Satisfactory** service that includes 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)

Tenure dossier components

Upon approval of commencing early tenure application or in the case of mandatory tenure, 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 16), Research (see Slide 17) and Service (see Slide 18) documentation
- **Department files** (see Slide 19)
 - External evaluator documentation
- **Dean's files** (see Slide 20)
- **Provost's files** (see Slide 21)
 - 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, with individual or group who selected each evaluator indicated
 - The University requires letters from at least 7 external evaluators, however LKSOM OFA attains letters from 12 external evaluators
- **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

- **Tenure Transmittal Forms** from Department Tenure and Promotions Committee, Department Chair, LKSOM 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

Withdrawal from consideration

- Candidates may request to the Dean or Dean's designee in writing that they be removed from consideration for tenure prior to review by the Board of Trustees.
- **In mandatory tenure cases**, the candidate may request removal from consideration by submitting a letter of resignation; in such cases, a terminal year contract may be granted if the tenure review occurs prior to the seventh year of employment. If the tenure review occurs in the seventh year (excluding any years for which an extension has been granted), the faculty member's current contract shall be terminal.
- **In non-mandatory (early) tenure cases**, the candidate's voluntary removal from consideration shall not render the candidate ineligible for future tenure consideration.

For questions regarding the Tenure process at LKSOM please contact:

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