

A Guide to the Promotion and Tenure Process

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Mission of the SOM APT Committee (APTC)

- APTC is advisory to the Dean
- Considers recommendations made by Departmental Chairs
- Considers appointments as Associate Professor or Professor on TT or with tenure, any promotions for Associate and Full Professor, and all tenure decisions

Where to find the **BASIC INFORMATION**

[http://medschool.umaryland.edu/
PoliciesProcedures.asp](http://medschool.umaryland.edu/PoliciesProcedures.asp)

Criteria for academic ranks and tenure

<http://medschool.umaryland.edu/opd/faculty.asp> *

Faculty development, CV, and portfolio development

<http://medschool.umaryland.edu/AcademicAdmin/>
Information on process and required documents

Academic Titles

- Academic titles are conferred only in departments, not centers, programs or institutes.
- Titles:
 - Instructor/Research Associate
 - Assistant Professor (TT, NTT)
 - Associate Professor (TT, NTT, tenured)
 - Professor (TT, NTT, tenured)
 - Also part-time, volunteer, visiting, emeritus

Normal Steps in the Process

- Initial appointments at Assistant Professor
 - Chair → SOM council → VP/President → Dean
- Initial appointments at Professor or Associate Professor on the tenure track or with tenure
 - Chair → SOM APT Com. → SOM Executive Com. → SOM Council → VP/President → Dean
- For Promotions to Associate Professor or Professor and/or tenure
 - Dept. APT Com. → Chair → SOM APT Com. → SOM Executive Com. → SOM Council → President → Dean
- Decisions on faculty members who are primarily in centers or institutes are made jointly between Dept. Chair and Center/Institute director

Present (FY12) APTC Membership

(Member: 3-year term; Chair: 1-2 years)

- Richard N. Pierson, M.D. (Surgery) - Chair
- Robert W. Buchanan, M.D. (Psychiatry)
- Paul S. Fishman, M.D., Ph.D. (Neurology)
- Anne Hamburger, Ph.D. (Pathology)
- Joseph P. Kao, Ph.D. (Physiology)
- Stuart Mirvis, M.D. (Diag Radiology/Nuc Med)
- Patricio O'Donnell, M.D., Ph.D. (Anatomy & Neurobiology)
- Mark W. Rogers, PT, Ph.D., FAPTA (PTRS)
- Rose M. Viscardi, M.D. (Pediatrics)

APTC PROCESS

**GATHER DOCUMENTS REQUIRED FOR THE DOSSIER
DEPT. REQUESTS LETTERS OF RECOMMENDATION**



REVIEW BY DEPARTMENTAL APT COMMITTEE



RECOMMENDATION BY DEPARTMENT CHAIR



FULL DOSSIER TO APTC (DUE IN DECEMBER)



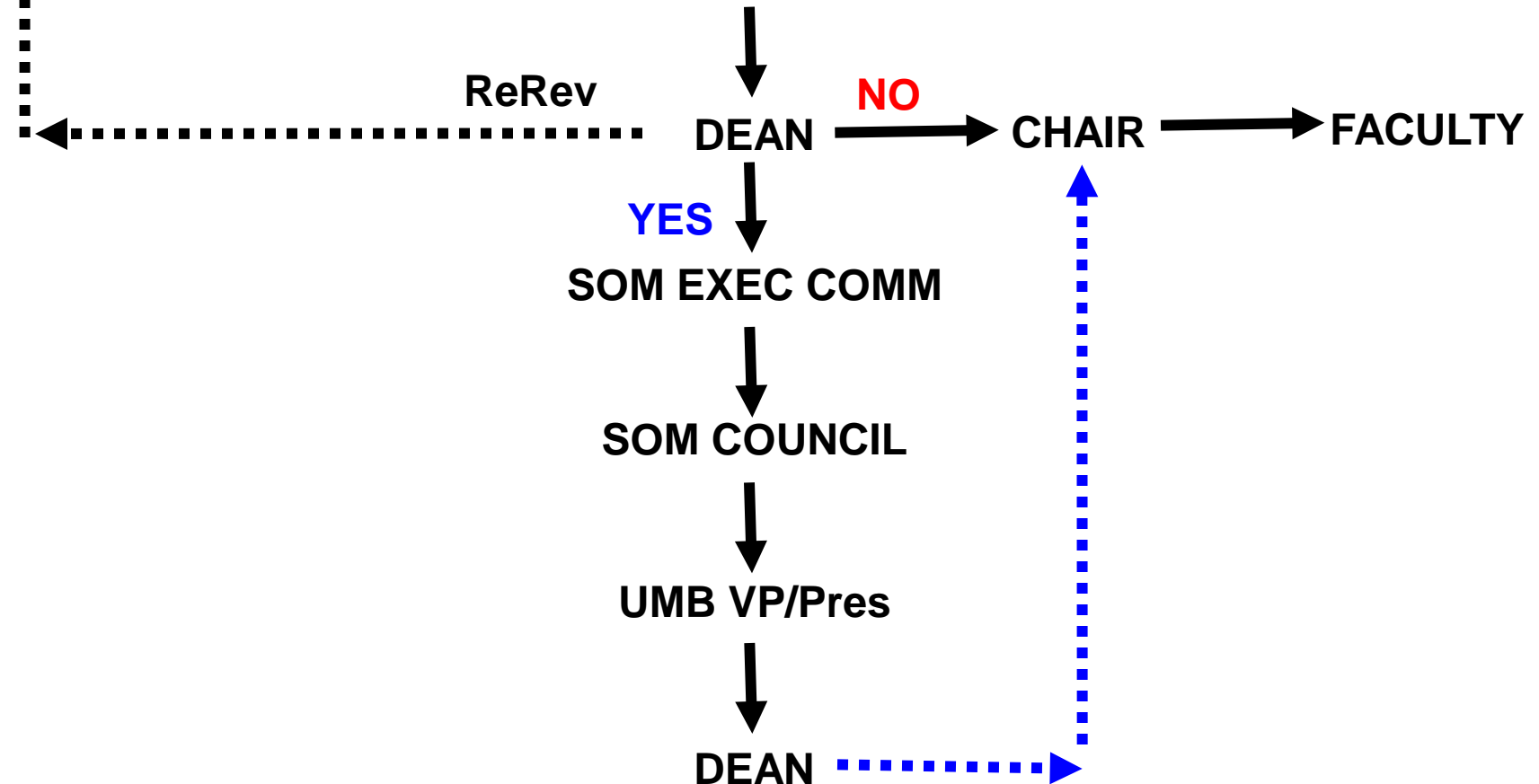
TWO REVIEWERS PRESENT CASE (INCLUDE WRITTEN REVIEWS)



DISCUSSION AND VOTE BY APTC

APTC REVIEW

VOTE TO APPROVE
(YES OR NO,
OFTEN BY ACCLAMATION)



There is **PROMOTION**
and there is **TENURE**
(at UMSOM they are disconnected)

One can be appointed or promoted *without* tenure,
even on the tenure-track.

One can be evaluated and receive tenure *without*
being promoted.

Criteria for Promotion

- Research/scholarly contributions
- Teaching
- Institutional/non-institutional service
- Clinical activities (if applicable)



Promotion to Associate Professor

- Demonstrates *sustained* accomplishments in teaching, contributions to knowledge, clinical activities (if applicable) and/or service *well beyond* those required for an Assistant Professor.
- Evidence of *regional* prominence (e.g., membership and leadership in regional professional activities, invitations to speak at regional conferences/grand rounds, regional referral base for clinicians).
- *Convincing* evidence of ability to maintain *excellent* performance.
- *Never granted solely as a reward for length of service.*

Promotion to Professor

- The *highest* levels of scholarly achievement and service to SOM and UMB.
- *Nothing less than excellence is acceptable.*
- Clearly established *NATIONAL REPUTATION.*
- *First rate* teacher.
- *Sustained high level of productivity and excellence in contributions to knowledge.*
- *Never granted solely as a reward for length of service.*

What is Tenure ?

- Tenure implies a long-term commitment by the School to the faculty member. The granting of tenure is considered one of the most important decisions made by the School.
- Unlike many institutions where tenure is not precisely defined, tenure at UMSOM is a long-term financial commitment by the institution to provide specified minimum levels of salary support to tenured faculty who do not generate income sufficient to pay the full professional activities component of the salary.
- Specific salary support information can be found at <http://medschool.umaryland.edu/Newsletters/sstffin.pdf>

Tenure Time Clock

- Assist. Professor on tenure track
 - Review & decision on tenure can occur at any time but must occur before the end of the 9th year after initial appointment.
- Assoc. or Full Professor
 - Decision must occur before the end of the 4th year.
- If tenure is denied *during a mandatory tenure review*, the faculty member can be transferred to NTT.
- Someone initially appointed on the NTT can be reviewed and granted tenure even without being on the TT.

*****Criteria for Tenure*****

“The paramount criterion for granting of tenure shall be evidence that the faculty member has made *substantial original contributions to knowledge* as demonstrated by the publication of a *series* of peer-reviewed articles based upon the faculty member’s *independent* academic activities.”

Key criterion is sustained record of scholarly output and funding

Criteria for Evaluation

RESEARCH

- Scholarly contributions
- Quality of journals
- Number of senior/primary authorships
- Citation scores (total, individual papers, h-index)
- Grants (source, magnitude, dates, role, renewal, prior history, etc)
- Patents (issued)
- Invited presentations, national international recognition

Citation Analysis and Journal Impact Factor (IF)

- Citation analysis is performed on each candidate considered by the APTC (Science citation index, ISI Web of knowledge).
- Quality of journal is important but journal IFs are not calculated for each candidate.
- In some biomedical fields, the most prestigious journals have low IF because the field is smaller.
- Major, not minor differences in IF would make an impression.

H index (Hirsch 2005 PNAS 102:16569)

- The highest number of papers that have each received at least that number of citations
 - e.g., an h-index of 50 means 50 papers have each received at least 50 citations.
- Avoids undue weight to a large number of mediocre papers.
- Highlights sustained and significant contributions.
- Can be calculated using Science Citation Index for an author with results sorted on times cited.
<http://www.hshsl.umaryland.edu/resources/databases/Default.aspx?q=&p=4#results>

Criteria for Evaluation

SERVICE

- Current & past institutional (Department and SOM major committees, leadership roles important)
e.g., IACUC, IRB, qualifying exam committee,
- Medical school applicant interviews, etc.
- Significant administrative positions
- National/international societies/service
(major committees, leadership)
- Reviewing (editorial boards, grant review panels)
- Community service

Criteria for Evaluation

TEACHING

- Documentation!
- Teaching portfolio required for APT level promotions (**see Dr. Nancy Lowitt**)
- Courses taught and/or developed (classes, number of hours, number of students)
- Medical student & graduate student teaching
- Non-course teaching (student, resident)
- Mentoring (committees, advisees)
 - where have advisees ended up?
- Evaluations (quantitative if possible, letters)
Teaching awards (Non-trivial)

Criteria for Evaluation

Clinical

-Documentation!

- Clinical portfolio strongly recommended for APT level promotions (**see Dr. Nancy Lowitt**)
- Board Certified in Specialty/Sub-specialty
- Sustained record of clinical publications
- Evidence of clinical excellence (RVUs, hours, letters)
- Leadership role in clinical trials (delineate role)
- Broad-based patient referral pattern (1 or 2 letters)
- Development of new technique/procedure/device
- Leadership in regional/national medical societies
- Invited clinical presentations/Grand Rounds in region, national and international meetings

Criteria for Evaluation

Letters of Recommendation

- Chair's letter: define role and contributions to the department
- 5-7 external letters, 3-5 internal
- At least 3 should be independent reviewers**
- Support for rank and tenure status should be explicit
- Provide new information not in dossier (evaluative comments helpful)
- Significant (biasing) relationships with candidate should be noted
- Comments regarding suitability for position at reviewer's institution

Criteria for Evaluation

THE OUTSIDE EXPERT'S OPINION

- During the APTC meeting to consider any tenure decision (and only for tenure decisions), a conference call is conducted in which the advice of an expert in the candidate's field (outside of UM) is sought
- The expert is chosen impartially by the APTC coordinator
- The expert is sent the entire dossier except for letters of recommendation
- The expert is interviewed by the entire APTC

Is there a Formula???

No. (Unfortunately. The APTC's job would be MUCH easier if there were.)

The APTC looks at the **whole package**. Major accomplishments in one area may *to some extent* balance off a minor deficiency in another. But 'johnny one-notes' do not usually do well.

No fixed quantity of anything guarantees promotion or tenure.

What about ROUGH guidelines??

(i.e., historical precedents)

- Have received several major grants. (NIH is still the gold standard, but NSF, DOD, the VA are also good).
- Recent successful Associate Professor candidates for Tenure have had ~30 peer-reviewed papers, and are 1st or senior author on 60-100%. Citation scores >500, H-index >10
- Successful Tenured full Professors have >50 peer-reviewed papers, cited >1000 times, H-Index >15
- Local and national service (editorial boards, Study Section, role in professional societies), and has national/international profile (major talks at big meetings, etc.)

MAIN POINTS

- Tenure and promotion are separate decisions.
- Tenure decisions always require conference call with outside expert during APTC meeting.
- Standards are described in SOM APT Guidelines.
- National/International Reputation.
 - (leadership in societies, statements of peers, invited talks off campus, organization of symposia, etc.)
- EXCELLENCE is primary standard.
 - Generally required in 2 of 3 categories for promotion to Associate Professor

AND THAT'S ALL
THERE IS TO IT!

GOOD LUCK!