FACULTY APPOINTMENT, PROMOTION AND TENURE GUIDELINES
FOR THE STRITCH SCHOOL OF MEDICINE
(Effective in SSOM: March 1, 2015)

This document contains the faculty appointment, promotion and tenure guidelines for the
Stritch School of Medicine (SSOM). This information was developed by the Committee on
Academic Rank and Tenure (CART) and approved by the SSOM Dean as well as the
Faculty Affairs – University Policy Committee of Loyola University of Chicago.

The sections of this document consist of:

1. Titles and Categories of Faculty Appointment – Page 2
2. Academic Research Track (ART) Guidelines – includes:
   a. ART information - Page 4
   b. Additional specific funding information for Public Health and Biostatistics
      Faculty Members – Page 7
3. Academic Clinical Care Research Track (ACRT) Guidelines – includes:
   a. ACRT information – Page 8
   b. Additional specific tenure information for Bioethics Faculty Members – Page 11
5. Mid-Tenure and Mid-Promotion Review Processes – Page 15
   a. Mid-Tenure Review for Tenure-Accruing Faculty
   b. Mid-Promotion Review for Non-Tenure Accruing Faculty

Although not formally part of the promotion and tenure guidelines, specific examples and
explicit criteria for all academic track and sub-track guidelines in the Faculty Information
System (FIS) format are provided as a separate document.
TITLES AND CATEGORIES OF FACULTY APPOINTMENT
(ONLY PROFESSOR LEVEL APPOINTMENTS LISTED)

1. **Professor of X** – Academic Research (ART) Track including Public Health and Biostatistics faculty members as well as Academic Clinical Care Research (ACRT) Track including Bioethics faculty members.
   a. Eligibility: This rank is awarded to those full-time faculty members engaged in the full range of academic activities in the discipline.
   b. Tenure: Faculty member may or may not be tenured or in a tenure-accruing line depending upon budgeted positions provided by the Stritch School of Medicine (SSOM).

2. **Professor of X** – Clinician Educator Track
   a. Eligibility: This rank is awarded to those full-time clinical faculty members engaged in clinical services, teaching and/or administration.
   b. Tenure: Does not accrue tenure

3. **Research Professor of X**
   a. Eligibility: This rank is awarded to those full-time faculty members whose primary responsibility is to develop the research program of the department and/or medical school.
   b. Tenure: Does not accrue tenure.

4. **Clinical Professor of X** – Clinician Educator Track
   a. Eligibility: This rank is awarded to those part-time faculty members who are appointed to a clinical department and hold a terminal clinical (therapeutic) degree (e.g., M.D., D.O., Ph.D. in Psychology, D.D.S., D.P.M.)
   b. Tenure: Does not accrue tenure

5. **Adjunct Professor of X** – Adjunct Track
   a. Eligibility: This rank is awarded to those part-time faculty members who are appointed to a basic science department or clinical department and who hold a Ph.D., in a non-clinical scientific discipline.
   b. Tenure: Does not accrue tenure.

6. **Lecturer, Department of X** – Lecturer Track
   a. Eligibility: This rank is awarded to those part-time faculty members who hold a full-time or part-time academic title at another institution.
   b. Tenure: Does not accrue tenure.

7. **Affiliate Professor of X** – Affiliate Track
   a. Eligibility: These are non-salaried appointments given to persons with appropriate professional or academic credentials who the department wishes to include within its academic community. Affiliate faculty would be expected to participate in a limited manner with the medical school or sponsoring
department, as determined by the relevant department chair. Contributions could encompass a range of educational, clinical, quality or research activities. Examples of applicable activities might include teaching or mentoring medical students or graduate students, participation in educational, research and/or quality improvement programs, or contributing to departmental or hospital initiatives. Affiliate faculty could be appointed as an Assistant, Associate, or Professor based on accomplishments commensurate with those required of full-time faculty at the same level or faculty titles previously held at Loyola or other medical schools. These appointments would be time limited, typically 3 years, and open to renewal at the request of the department chair and at the discretion of the dean. This position is not subject to promotion during the term of appointment.

8. Instructor of X – Instructor Track
   a. Eligibility: This rank is awarded to those board-eligible physician faculty members who have not yet passed the written portion of their board certification examination.
   b. Tenure: Does not accrue tenure.

9. Professor Emeritus of X
   a. Eligibility: This rank is awarded to a full-time faculty member who has resigned or retired after at least ten years of distinguished service to the medical school.

10. Visiting Professor of X
    a. Eligibility: This title is given to nationally or internationally renowned scientists.
    b. Tenure: Does not accrue tenure.

11. Joint Appointment
    a. Eligibility: This title is given to faculty member with productive involvement in two departments.
    b. Tenure: Based on status in primary department.
Academic Research Track Guidelines
Including Public Health and Biostatistics

Promotion from Assistant to Associate Professor with Tenure

The Academic Research Track (ART) is tenure track only. Current ART faculty on a non-tenure track may continue in this track under these new guidelines. All new ART faculty members should be tenure track only. Promotion to Associate Professor with tenure on the ART may occur between five to seven years for faculty who demonstrate they have established a nationally recognized and sustained research program as well as met all other requirements for promotion. The criteria used to judge the quality and independence of a candidate’s research are his or her ability to attract external research funds and a strong record of peer-reviewed publications.

Research

Promotion requires a candidate to be a principal investigator (PI) on a major extramural research grant (e.g. NIH grant, VA merit award, NSF grant, etc.) at the time of promotion. Furthermore, candidates must demonstrate evidence of a sustained research program, ideally by having successful grant renewals. If that grant is not a renewal of a prior award, the investigator must have obtained additional equivalent funding prior to the time of promotion. Funding requirements that would be considered equivalent to the renewal of a major research grant include fulfilling at least one of the following:

The candidate must be or have been:

a. PI on another federal, foundation, or industry sponsored grant during the pre-tenure period (including salary support, totaling ≥10% effort); OR
b. Co-PI on multiple grants during the pre-tenure period with evidence of contributions that are significant and/or essential (e.g. the grant(s) provide salary support for the candidate, totaling ≥10% effort); OR
c. A recipient of a substantial career development award (from NIH, American Cancer Society, American Heart Association, Leukemia Soc, etc); OR
d. Granted substantive patents based on his or her research as evidenced by likelihood to lead to licensing agreements and royalties to the University.

Other qualifications at time of promotion include a publication record supporting a likelihood of continued funding and national recognition as well as evidence of teaching and service to the institution and profession.

National Recognition

The department chair will solicit letters from at least three non-Loyola researchers who are prominent in the candidate’s field of expertise to assess the productivity, quality, and goals of the candidate’s research efforts. These three letters may not be from the candidate’s former mentors or advisors. Other criteria used to assess the candidate’s level of national
recognition may include his/her appointment to review panels for journals and/or granting agencies, appointment to editorial and/or advisory boards, invitations to present seminars, or invitations to chair regional, national, or international symposia.

Teaching

Candidates must show a significant commitment to the teaching of medical and graduate students in the classroom and to serving as mentors in the laboratory. Assessment of teaching quality will include student evaluations. The use of innovation in teaching (e.g., design of new course materials) is encouraged and will be considered in promotion and/or tenure decisions.

Service

Candidates are expected to participate in service to the department and university as evidenced by meaningful participation (i.e., not membership only) in outside professional groups such as committees and professional organizations. Participation in activities that bring local, national or international recognition to SSOM will also be considered. These activities include, but are not limited to, service on study sections (grant review panels) or on journal editorial boards as well as presentations and organizational responsibilities at professional society and/or scientific meetings.

Mid-Tenure Review

Departments/Institutes are required to appoint a committee of senior faculty to review and evaluate the progress of candidates as well as to provide guidance to the candidate for effectively meeting promotion and tenure criteria during the third year after their initial appointment. Evaluations and recommendations generated during this review will be a permanent part of the faculty member’s file, but will not accompany the candidate’s application at the time of submission to CART. Information on the mid-tenure and mid-promotion review processes is provided at the end of these guidelines.

Tenure Time-Line

Candidates that believe they meet the requirements for promotion with tenure as early as five or six years may elect for an earlier review by CART. If a candidate is unsuccessful in this initial attempt, but is on track to succeed within the seven-year period, the CART can table the first attempt without penalty. Candidates in a tenure-accruing line who do not receive tenure at the end of seven years will be given a terminal contract for the following academic year.

Track Switching

Faculty members are eligible for a switch of tracks only once in their academic careers. Track switching at the time of promotion is prohibited and cannot occur in a candidate’s last year in rank or as part of promotion or tenure decisions. Switching of tracks may be considered if a faculty member’s focus within their academic track changes. This will only be possible when based on new roles and responsibilities for the faculty member that are agreed to by the faculty member and chair with approval by the dean.
Appointment at the Associate Professor or Professor Level

SSOM tenure-track ART faculty members initially appointed at the associate professor or professor level shall be considered for tenure after a minimum of two years.

Promotion from Associate Professor to Professor

Promotion to professor requires that the faculty member demonstrate a marked capacity for research, including an extended history of continued extramural grant support, recognized scholarship, continuous contribution to the field of learning, and an established national or international reputation. A desired minimum number of publications should be at least 25, mainly in refereed journals, and reflecting, at least in part, research carried out at LUMC during the time in their career that has been spent as a SSOM faculty member. Promotion to ART professor and the granting of tenure will be evaluated using comparable criteria as for associate professor with letters from non-Loyola researchers evaluating the national and/or international reputation of the candidate. Four letters of recommendation, three external, are required for promotion to full professor. These letters may not be from the candidate’s former mentors or advisors. Except when outstanding merit is recognized, at least five years should elapse between appointments as associate professor and professor.
Public Health and Biostatistics
ART Sub-Track Guidelines

Current goals for Loyola University and Loyola University Medical Center include increasing the number of faculty involved in biomedical research and the creation of programs in Public Health. Public Health and Biostatistics faculty will have a unique role at Loyola University Medical Center. They will be actively involved with teaching graduate and medical students along with residents and faculty and will engage in multiple research projects.

With the expansion of research and public health activities at Loyola, the Public Health and Biostatistics faculty will be required to create, implement and monitor new curricula as well as intervene if necessary. In addition, Public Health and Biostatistics faculty will mentor students and young faculty in order to enhance ongoing research efforts at Loyola. This mentorship is critical for the sustainment and growth of all forms of research. Mentorship requires substantial time commitments yet remuneration for such efforts is usually minimal. These diverse activities may preclude the Public Health and Biostatistics faculty from becoming the primary investigator of a major grant. Instead, it is anticipated that these faculty will have major supportive functions for the research efforts of other faculty.

Public Health and Biostatistics faculty may be appointed to tenure or non-tenure accruing tracks. Those faculty members on a tenure track should demonstrate a strong track record in research activities but being a PI on a major grant is not a prerequisite for tenure. Evidence of adequate research participation should include at least two of the following:

The candidate must be or have been:

a. PI or Co-PI on a major extramural research grant during the pre-tenure period; OR
b. Co-investigator on a grant with evidence of contributions that are significant and/or essential (e.g. the grant(s) provide salary support for the candidate, totaling ≥10% effort) over the past 4 years prior to application for tenure; OR
c. A recipient of a substantial career development award (from the NIH, American Cancer Society, American Heart Association, Leukemia Soc, etc)

Teaching excellence is a critical aspect for promotion for Public Health and Biostatistics faculty and candidates must show a significant commitment to the teaching of medical and graduate students in the classroom and to serving as research mentors. Assessment of teaching quality will include student evaluations. The use of innovation in teaching (e.g., design of new course materials) is encouraged and will be considered in promotion and/or tenure decisions.

Other qualifications at the time of promotion include a publication record supporting a likelihood of continued funding and national recognition as well as evidence of teaching and service to the institution and profession. It is expected that the Public Health and Biostatistics faculty should publish, on average, 4 manuscripts per year either as a primary author or as a collaborator.
The Academic Clinical Care Research Track (ACRT) may be tenure or non-tenure accruing. ACRT faculty members include clinical investigators and PhDs with responsibilities in clinical departments who have patient care and/or teaching responsibilities while also engaged in research. Physician faculty members appointed to the ACRT are expected to be excellent clinicians and able to develop a patient-oriented practice. ACRT faculty may also be Ph.D. faculty in clinical departments with a demonstrated ability to fulfill significant service responsibilities. The work settings of all ACRT faculty members should be used for teaching students, residents and/or fellows. Faculty members are expected to develop creative advances in medical care and clinical techniques as well as to perform independent research. External research funding is required for tenure-track ACRT faculty and encouraged for non-tenure track ACRT faculty. ACRT faculty members must produce peer-reviewed publications describing original, clinical, translational and/or basic research for promotion.

**Research Requirements for ACRT Faculty on Tenure Track**

External research funding is required for tenure-track ACRT faculty engaged in basic, clinical and/or translational research. This track can be used for tenure-accruing lines within clinical departments and/or institutes, to ensure the necessary institutional support required for future academic success. For tenure track ACRT faculty, a minimum of 50% effort will be devoted to protected time for research.

Research criteria for promotion from Assistant to Associate Professor and granting of tenure on ACR track includes evidence of a nationally recognized and sustained research program. Evidence of excellence in research will generally be based on the following criteria:

a. Principal Investigator on a major extramural research grant (e.g. NIH RO1, VA Merit Award, NSF Grant, DOD Grant, etc.) at or before the time of promotion; OR  
b. Lead or Principal Investigator on a Multicenter Clinical Trial; OR  
c. Lead or Principal Investigator on a Health Services Research and Development Grant or equivalent; AND  
d. Strong track record of peer-reviewed, original publications in high-quality journals.

**Research Requirements for Non-Tenure Track ACRT Faculty**

External independent NIH or other federal extramural support is not required for non-tenure-track ACRT faculty. Establishing a record of external research funding from private agencies, foundations, and/or industry to fund clinical investigations, clinical trials and/or translational studies are strongly encouraged. The level of effort and the nature of the demonstrated clinical and/or translational research activity should be mutually agreed upon.
by the clinical investigator or Ph.D. clinical faculty member and their chair and, if applicable, division chief or institute director.

**Mid-Tenure and/or Mid-Promotion Review**

Departments/Institutes are required to appoint a committee of senior faculty to review and evaluate the progress of candidates as well as to provide guidance to the candidate for effectively meeting promotion and tenure criteria during the third year after their initial appointment. All ACRT faculty, tenure and non-tenure, will have this formal mid-promotion and/or mid-tenure review. Evaluations and recommendations generated during this review will be a permanent part of the faculty member’s file, but will not accompany the candidate’s application at the time of submission to CART. Information on the mid-tenure and mid-promotion review processes is provided at the end of these guidelines.

**Tenure Time-Line**

Tenure-track ACRT candidates that believe they meet the requirements for tenure as early as five or six years may elect for an early review. If a candidate is unsuccessful in this initial attempt, but is on track to succeed within the seven-year period, the CART can table the first attempt without penalty. Candidates in a tenure-accruing line who do not receive tenure at the end of seven years will be given a terminal contract for the following academic year.

**Track Switching**

Faculty members are eligible for a switch of tracks only once in their academic careers. Track switching at the time of promotion is prohibited and cannot occur in a candidate’s last year in rank or as part of promotion or tenure decisions. Switching of tracks may be considered if a faculty member’s focus within their academic track changes. This will only be possible when based on new roles and responsibilities for the faculty member that are agreed to by the faculty member and chair with approval by the dean.

**Promotion from Assistant to Associate Professor and Granting of Tenure**

SSOM faculty members who are appointed as assistant professor on the ACRT tenure track shall be considered for tenure between five to seven years in rank. Because time-in-rank criteria considered for tenure are the same as for promotion, tenure track assistant professors recommended for promotion should also be recommended for tenure. Candidates will be considered for promotion to Associate Professor with tenure on the ACRT after a minimum of five years and a maximum of seven years at the rank of Assistant Professor. SSOM tenure-track ACRT faculty members initially appointed at the associate professor or professor level shall be considered for tenure after a minimum of two years. Non-tenure track ACRT faculty will also be considered for promotion from Assistant to Associate Professor between five and seven years. If a non-tenure track ACRT faculty member has not been recommended for promotion by the end of the seven-year promotion window, the chair will provide a written explanation on the reasons for this to the dean.

When an ACRT faculty member is considered for promotion and/or tenure, letters from two non-Loyola academicians (other than prior mentors or advisors) in the candidate’s
disciplinary or specialty area will be solicited. These letters should include an appraisal of the quality, contribution and goals of the candidate’s academic career. One or more additional letters will be obtained from outside or within the Loyola community. All letters must come from referees at the academic rank of associate professor or its equivalent and must exclude letters from the candidate’s former mentors or advisors. Other criteria demonstrating national recognition include: appointment as a reviewer for journal or research grants; appointment to editorial boards, advisory boards or review committees; invitations to present seminars or lectures; appointment or election to offices in local, national or international societies; and other appropriate clinical or basic science activities.

Early consideration for granting of tenure may be recommended by the dean of the SSOM under special circumstances.

In evaluating a faculty member, CART will use the same criteria for recommending tenure as for promotion - excellence in research, external funding, publication record, teaching and service. For faculty members recommended for tenure, superior intellectual attainment and specific contribution to SSOM through teaching, clinical activity, research and/or other creative achievements are expected. Tenure can be recommended only when there is clear documentation of ability and diligence in teaching.

**Promotion from Associate Professor to Professor**

Promotion to professor for ACRT tenure track faculty requires a marked capacity for research, including an extended history of continued extramural grant support, recognized scholarship, continuous contribution to the field of learning, and an established national and international reputation. A desired minimum number of publications should be at least 25, mainly in refereed journals, and reflecting, at least in part, research carried out at LUMC during the time in their career that has been spent as a SSOM faculty member.

In either the ACRT tenure or non-tenure track, promotion to professor and/or the granting of tenure will be evaluated using the same criteria as detailed for associate professor, with letters from non-Loyola researchers evaluating the national and international reputation of the candidate. Except when outstanding merit is recognized, at least five years should elapse between appointments as associate professor and professor. Four letters of recommendation, three external, are required for promotion to full professor and must exclude letters from the candidate’s former mentors or advisors.
Bioethics ACRT Sub-Track Guidelines

The faculty of the bioethics institute may include philosophers, theologians and attorneys whose scholarly productivity is measured by peer-reviewed publications, presentations at national meetings, holding office in professional societies, etc., but are not necessarily fundable empirical researchers. It is expected that these faculty members are avid educators and publish descriptive and/or analytic conceptual articles. Because they typically do clinical case consultation, the opportunity to earn tenure will be within the ACRT.

Earning tenure and promotion requires adherence to a set of rigorous, explicit standards. In general, the standards are not exceptionally different from that of the ACRT tenure path. However, as publication and national recognition are the appropriate scholarly measures of productivity, these are clearly articulated in addition to enhanced teaching and service expectations. A fuller rendition of these requirements is available from the Director of the Neiswanger Institute for Bioethics & Health Policy.
Clinician Educator Track (CET) Guidelines

The Clinician Educator Track is non-tenure only. CET is generally designed for full-time physician faculty members who have primary clinical and education responsibilities. The CET may also be used for Ph.D.’s with responsibilities in clinical departments who are involved primarily in patient care, but who may also be involved in teaching and administration.

Board Certification

Physician faculty members who are board-eligible and have not yet passed the written component of their board examinations will be appointed as Instructor. Once this occurs, these physician faculty members will be promoted to Assistant Professor. Should there also be an oral component of the board examination, these individuals must then become fully board certified (i.e., satisfactorily completed all components of board examinations) for a minimum of two years prior to being promoted to the rank of Associate Professor.

Promotion from Assistant to Associate Professor

For promotion on the CET, faculty members must contribute to the department’s clinical practice and be board certified relevant to the individual’s appointment for a minimum of two years prior to promotion. The minimum amount of time that a faculty member will be maintained on this track prior to consideration of academic advancement is five years. CET faculty members must also teach SSOM trainees, faculty or staff. A portfolio consisting of educational activities, administrative duties and clinical productivity should be instituted at the beginning of the academic appointment and periodically reviewed by the faculty member, department chair and/or division chief. At the end of the seven-year period, if a faculty member has not been recommended for promotion, the chair will provide a written explanation on the reasons for this to the dean.

Mid-Promotion Review

Prior to the end of the 3rd year after initial appointment, a mid-promotion review will be performed in order to provide guidance to the faculty candidate to determine if they have appropriate teaching, academic, administrative and/or clinical activity to support promotion to the next level in rank. This mid-cycle review will also provide direction to the faculty candidate to determine if they are working at an adequate level of clinical activity. Teaching evaluations will also be reviewed to help determine if the teaching effort is appropriate, highly rated, and pertinent for promotion to the next rank. Administrative activities will also be reviewed to determine if there is adequate engagement of that faculty member to justify promotion in the CET. Information on the mid-promotion review process is provided at the end of these guidelines.

Track Switching

Faculty members are eligible for a switch of tracks only once in their academic careers. Track switching at the time of promotion is prohibited and cannot occur in a candidate’s last year in rank or as part of promotion or tenure decisions. Switching of
tracks may be considered if a faculty member's focus within their academic track changes. This will only be possible when based on new roles and responsibilities for the faculty member that are agreed to by the faculty member and chair with approval by the dean.

**Clinical Activity**

The candidate should have a sustained level of performance and reputation for clinical excellence at the SSOM and other service components of the LUHS.

**Intramural Service**

Administrative duties or participation on committees at the SSOM, hospital or university level, and offices held within the department constitute intramural service. Professional supervision, participation in student and resident training-centered activities; as well as involvement in the recruiting process of residents and medical students will be considered as intramural service.

**Teaching**

Teaching excellence is a significant aspect of the promotional criteria for the CET. Courses taught to medical students or residents will be considered, as well as the number of lectures given within the department to medical students, residents and/or fellows. Student counseling, student mentoring, tutoring and day-to-day teaching activities will be considered as part of the criteria for academic service on the CET. Academic teaching rounds must be considered as part of the criteria for excellence in teaching on this track.

**Recognition & Extramural Service**

Administrative roles outside the department may be considered as criteria for promotion on the CET. Also, extramural assignments such as invited presentations, selection to review panels, presentations at societal meetings, committee work on international, national or regional societies, performing manuscript reviews for journals, and being involved in legislative activities, i.e. state societies or regional activities, may also be considered.

**Demonstrated Scholarly Activity**

While published works are not the sole criteria for advancement on this track, publication of scholarly work in peer-reviewed journals, or derived from invited manuscripts will be considered for promotion and advancement. Published works will include book chapters, peer-reviewed articles, review papers, abstracts given, exhibits presented at national organization meetings or invited manuscripts.

**Grant Funding**

Grant funding is not required for promotion in the CET. However, research funding is encouraged and will have merit in promotion considerations for CET faculty members.
Promotion from Associate Professor to Professor

Promotion to professor for CET faculty requires clinical excellence in patient care that is recognized beyond the SSOM and LUHS. Except when outstanding merit is recognized, at least five years should elapse between appointments as associate professor and professor. Criteria incorporated for promotion to the professor level on the CET will require four letters (three external) and must exclude letters from the candidate’s former mentors or advisors. A faculty member may be advanced to the next level in rank in less than five years, but this will require an extraordinary effort and documentation supporting of this early promotion in rank.
MID-TERM REVIEW PROCESSES FOR TENURE AND NON-TENURE ACCRUING FACULTY

MID-TENURE REVIEW FOR TENURE-ACCRUING FACULTY

Goal: The goal of this review is to provide the faculty member with a constructive critique on her/his progress in teaching, research and service during her/his first three years as a faculty member. Much of the feedback provided to the faculty member will focus on the research program, especially the progress in establishing a high quality independent research program, and a strong mentoring environment for students, but will also include an assessment of teaching and service.

Overview of Process: The process begins with a meeting of the Chair and the faculty member during the 3rd year of her/his appointment. The goal of this meeting is to identify two faculty members external to the department (including one outside Loyola) with expertise in the research area of the faculty candidate; emphasis will be placed on identifying faculty who are experienced and dedicated mentors with an interest in enhancing the career of young academic scientists.

The review committee will be chaired by a senior faculty member chosen by the Department Chair and also consisting of two outside reviewers. This committee will review the research, teaching and service of the pre-tenured faculty member.

Details of the Process:

1. The Review Committee members are provided with the SSOM Guidelines for Promotion and Tenure, and also with the faculty member’s Curriculum Vitae (using the approved format) and research statement, including copies of all manuscripts published since joining LUMC. The research statement will include:
   a. A history of the candidate’s research
   b. Current research plans and goals
   c. Future research plans and goals
   d. Pending grant applications and reviews
   e. Evidence of an appropriate amount of teaching and quality that includes SSOM
   f. Service to the Institution

2. The committee is invited to the Department for a one-day meeting during which time, they will:
   a. Attend a 1 hour departmental research seminar given by the faculty member
   b. Meet with the faculty member and discuss in detail her/his research progress and future plans
   c. Meet with trainees and students to evaluate the mentoring and teaching style of the faculty member, and also her/his competence as a mentor
d. Meet with faculty colleagues to evaluate the contribution of the faculty member to the academic mission of the department and institution

e. Meet with the Department Chair, Institute Director (if appropriate) and Division Director (if appropriate)

Outcomes:

1. The committee will provide verbal and written recommendations to the faculty member regarding
   a. The vitality and sustainability of her/his research program
   b. An assessment of adequacy of resources to fulfill the expectations
   c. Mechanisms to increase her/his national or international visibility as a scholar
   d. Teaching and mentoring style
   e. Magnitude and quality of service to the institution

2. The Chair designate will prepare a report for the Chair which should include:
   a. A statement of the progress of the faculty member in the areas of research, teaching, mentoring and service.
   b. Provide guidance and recommendations to achieve the goal of a successful promotion and tenure application in the future
   c. Recommendations on how the Chair and other members of the Department can facilitate the academic progress of the faculty member toward becoming an academic scholar and a viable candidate for tenure

3. The Department Chair shall meet with the faculty member to discuss the results of the mid-tenure review.

MID-PROMOTION REVIEW FOR NON-TENURE-ACCRUING FACULTY

Goal: The goal of this review is to provide the faculty member with a constructive critique on her/his progress in teaching, research and/or service during her/his first three years as a faculty member. Feedback provided to the faculty member will focus on the key elements of the faculty member’s responsibilities including service, research, teaching, administration and/or patient care.

Overview of Process: The process begins with a meeting of the Chair and the faculty member during the 3rd year of her/his appointment. The goal of this meeting is to identify an internal group of faculty with expertise appropriate to evaluate the progress and development of the faculty candidate; emphasis will be placed on identifying faculty who are experienced and dedicated mentors with an interest in enhancing the career of young academic scientists and/or physicians.

The review committee will be chaired by a senior faculty member chosen by the Department Chair and also consist of two additional faculty members. This committee will review the research, teaching and/or service of the pre-promoted faculty member.
Details of the Process:

1. The Review Committee members are provided with the SSOM Guidelines for Promotion and Tenure, and also with the faculty member’s Curriculum Vitae (using the approved format) and research statement (if applicable), including copies of all manuscripts published since joining LUMC. If applicable, the research statement will include:
   a. A history of the candidate’s research
   b. Current research plans and goals
   c. Future research plans and goals
   d. Pending grant applications and reviews
   e. Evidence of an appropriate amount of teaching and quality that includes SSOM
   f. Service to the Institution

2. The committee will meet for one day within the Department during which time, they will:
   a. Attend an optional 1 hour departmental seminar (potentially research and/or service related) given by the faculty member
   b. Meet with the faculty member and discuss in detail her/his research progress and future plans, if applicable
   c. Meet with trainees and students to evaluate the mentoring and teaching style of the faculty member, and also her/his competence as a mentor
   d. Meet with faculty colleagues to evaluate the contribution of the faculty member to the academic mission of the department and institution
   e. Meet with the Department Chair, Institute Director (if appropriate) and Division Director (if appropriate)

Outcomes:

1. The committee will provide verbal and written recommendations to the faculty member regarding
   a. Development or progress in each of the key faculty member’s roles
   b. The vitality and sustainability of her/his research program, if applicable
   c. An assessment of adequacy of resources to fulfill the expectations
   d. Mechanisms to increase her/his national or international visibility as a scholar
   e. Teaching and mentoring style
   f. Magnitude and quality of service to the institution

2. The Chair designate will prepare a report for the Department Chair which should include:
   a. A statement of the progress of the faculty member in the areas of research (if applicable), teaching, mentoring and service.
   b. Provide guidance and recommendations to achieve the goal of a successful promotion application in the future
   c. Recommendations on how the Chair and other members of the Department can facilitate the academic progress of the faculty member

3. The Department Chair shall meet with the faculty member to discuss the results of the mid-promotion review.