

Tenure-line Promotion Criteria

The missions of the University of Utah School of Medicine include Investigation, Education, and Clinical Practice Advancement, which are supported by Administration / Service. These four “areas of accomplishment” are defined below for the purpose of formal faculty reviews in the School of Medicine. Tenure-line faculty members are expected to demonstrate excellence in two areas of accomplishment, one of which must be Investigation, and effectiveness in the rest. The differences between “excellent” and “effective” work lie in scale, outcome, and impact. In general, effectiveness represents work that has impact within the division, department, or institution; excellence represents work that has impact outside of the division, department, or institution. Excellence in investigation specifically requires scholarship and dissemination outside the institution.

Areas of Accomplishment:

Investigation

Investigation involves efforts by the faculty member that generate or advance creation or development of new knowledge. These could include such activities as bench research, clinical trials, quality improvement, and evaluation of educational efforts. Team science, clinical care, collaboration, technology commercialization, education, community engagement, advocacy, inclusion, sustainability, web-based dissemination, administration / service, and global health can all be areas for effective and excellent investigation.

Excellence in Investigation requires scholarship, as defined by durable dissemination outside the institution and cumulative impact for promotion to Associate Professor and Award of Tenure. For promotion to Professor, the faculty member should have developed a body of work that has changed practice, understanding, process, or methods in the field. Scholarship, dissemination, and impact could include authorship on peer-reviewed original articles; peer-reviewed, durable workshops; dissemination of innovation through commercialization that leads to improvements in patient care or outcome¹; or other metrics that demonstrate durable dissemination and impact. Glassick’s criteria for scholarship must be met for work to be considered scholarship.

Team science and collaboration are explicitly valued. Excellence in team science is defined by individual excellence and unique contributions in collaborative work, based on evidence provided in the self-assessment, in external evaluations, and evaluations by collaborators. Highly collaborative faculty who are capable of forging new collaborations as specific programs evolve and are supplanted merit promotion. Evidence of such success could include collaborations with multiple other investigators and expertise pertinent to multiple potential areas of investigation.

External funding is evidence of impact, dissemination, and a national reputation. External funding is a requirement for promotion or award of tenure for some departments, but not all. **The department will indicate whether this is a requirement.** As a measure of the ability to sustain excellence, individual departments can define external funding as a required component of excellence.

Investigation without participation in scholarship and external dissemination by the individual faculty member cannot qualify as excellent.

Education

Education is defined broadly to include dissemination of knowledge, skills, and attitudes to trainees, faculty members, clinicians, staff, colleagues, patients, and the public within or external to the institution. Education includes teaching activities; learner assessment; curriculum development; mentoring, advising, and supervising; and educational leadership and administration. Curriculum development may be considered both scholarship and educational activity. Educational leadership may be considered both administration and educational activity. Patient education may be considered both Clinical Practice Advancement and educational activity.

Excellence in Education requires participation in education at an administrative, development, scholarly, or investigational level with involvement outside the division / department for promotion to Associate Professor and Award of Tenure, and outside the institution for promotion to Professor. Involvement could be evidenced by service on curriculum committees, dissemination of curricula or teaching methods, or presentations on educational topics, or curricular development.

Effectiveness in Education requires active participation in at least one area of education, ongoing commitment to improving educational skills, and positive assessments.

Clinical Practice Advancement

Clinical Practice Advancement is defined broadly to include direct patient care; development of algorithms, care process models, protocols or templates; decision support tools to improve patient care; participation in quality improvement projects or programs; and oversight of patient care. Quality improvement projects and development of protocols may be considered both Clinical Practice Advancement and application scholarship.

Excellence in Clinical Practice Advancement requires participation in Clinical Practice Advancement at an administrative, development, scholarly, or investigational level with involvement outside the division / department for promotion to Associate Professor and Award of Tenure, and outside the institution for promotion to Professor. Involvement could be evidenced by service on a clinical guidelines committee, service on a professional society committee, dissemination of quality improvement projects, or presentations on clinical topics. Excellence may include efforts to improve the quality of care or clinical education.

Effectiveness in Clinical Practice Advancement includes provision of high quality care, participation in quality improvement projects, and ongoing commitment to maintaining and improving clinical skills. *Provision of high quality clinical service (effectiveness) is an absolute requirement for promotion for faculty members with a clinical service commitment, but does not rise to the level of excellence.*

Administration / Service in Support of Missions

Administration includes leadership and work within and outside the institution on committees; participation in organizational efforts to meet strategic goals; and program or unit leadership. Service includes leadership and work within and outside the institution as part of inclusion, sustainability, outreach, and other service efforts. Administration / Service will often overlap with Clinical Practice Advancement, Investigation, scholarship, and Education.

Excellence in Administration/ Service requires substantial administrative and / or service effort and impact, generally in a leadership role with involvement outside the division / department for promotion to Associate Professor and Award of Tenure, and outside the institution for promotion to Professor. Involvement could be evidenced by service on committees related to administration / service, presentations related to administration / service, or dissemination of administrative / service innovation. Developmental, scholarly, and / or investigational contributions are evidence of excellence.

Effectiveness in Administration/ Service requires competent participation in administrative / service roles.

Criteria, Evidence, and Standards for Review:

Promotion

1. Promotion to Assistant Professor

It is expected that the individual will demonstrate the potential and commitment to develop and demonstrate excellence in Investigation, along with the potential to develop excellence in one of Education, Clinical Practice Advancement (if applicable), or Administration / Service and effectiveness in the others. There should be a strong expectation that the candidate will continue to demonstrate excellence and will meet the criteria for Award of Tenure by the end of the tenure probationary period as defined in the offer letter.

2. Award of Tenure with simultaneous Promotion to Associate Professor

It is expected that the individual will demonstrate a cumulative record of excellence in Investigation, including a sustained record of scholarship of high quality and impact. Excellence in at least one focused area of Education, Clinical Practice Advancement (if applicable), or Administration / Service, and effectiveness in the other(s). An important criterion for the award of tenure is confidence that the faculty member will continue sustained excellence in Investigation leading to scholarship.

3. Promotion to Associate Professor without Award of Tenure

It is expected the faculty member will demonstrate a cumulative record of excellence in Investigation with durable impact outside the institution, and progress toward developing excellence in one of Education, Clinical Practice Advancement (if applicable), or Administration / Service and effectiveness in the others. There should be a strong expectation that the candidate will continue to demonstrate excellence and will meet the criteria for Award of Tenure by the end of the tenure probationary period as defined in the offer letter.

4. Stand Alone Award of Tenure (Associate Professor)

It is expected that the individual will demonstrate a cumulative record of excellence in Investigation, including a sustained record of scholarship of high quality and impact, and excellence in at least one focused area of Education, Clinical Practice Advancement (if applicable), or Administration / Service, and effectiveness in the other(s). An important criterion for the award of tenure is confidence that the faculty member will continue sustained excellence in Investigation leading to scholarship.

5. Promotion to Professor

Promotion to Professor requires sustained overall excellence, development of a body of work that has changed practice, understanding, process, or methods in the field, and a strong expectation of continued demonstration of excellence. The candidate's combined record of Investigation, Education, Clinical Practice Advancement, and Administration / Service must demonstrate overall excellence in contributions to the missions of the department and institution.

6. Stand Alone Award of Tenure (Professor)

It is expected that the individual will demonstrate a cumulative record of excellence in Investigation as defined above, including a sustained record of scholarship of high quality and impact and development of a body of work that has changed practice, understanding, process, or methods in the field and excellence in at least one focused area of Education, Clinical Practice Advancement (if applicable), or Administration / Service, and effectiveness in the other(s). An important criterion for the award of tenure is confidence that the faculty member will continue sustained excellence in investigation leading to scholarship.

Formal Review of Progress in the probationary period (prior to award of tenure)

1. Instructor: It is expected that the individual will show commitment to and progress in developing excellence in Investigation with durable impact outside the institution, along with the commitment to and progress in developing excellence in one of Education, Clinical Practice Advancement, or Administration / Service and effectiveness in the other(s).

2. Assistant Professor: It is expected that the individual will show commitment to and progress in developing excellence in Investigation with durable impact outside the institution, along with commitment to and progress in developing excellence in one of Education, Clinical Practice Advancement, or Administration / Service and effectiveness in the other(s), in order to achieve milestones and meet criteria for Award of Tenure by the end of the probationary period.

3. Associate Professor: It is expected that the individual will continue to demonstrate excellence in Investigation and in one additional area of Education, Clinical Practice Advancement (if applicable), or Administration / Service and effectiveness in the others in order to meet criteria for Award of Tenure by the end of the probationary period.

4. Professor It is expected that the individual will continue to demonstrate excellence in Investigation and in one additional area of Education, Clinical Practice Advancement (if



applicable), or Administration / Service and effectiveness in the others in order to meet criteria for Award of Tenure by the end of the probationary period.