

**LSU MEDICAL CENTER
DEPARTMENT OF PEDIATRICS**

GUIDELINES FOR PROMOTION AND TENURE

First version, 1993
Last revision, 2009

The Department of Pediatrics developed written Promotion and Tenure Guidelines in 1993. In 1998, LSUHSC School of Medicine developed new promotion and tenure guidelines and criteria. The following document combines both documents with School of Medicine criteria and requirements in boldface print and Pediatrics Department specifications in regular font.

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LETTER TO ALL FACULTY MEMBERS

Dear Faculty Member,

A good application for promotion requires time for proper preparation and evaluation. Please note that the deadlines for evaluation within the department are much earlier than the deadline for submission to LSUHSC so that the Department will have the time to perform a fair and complete review of each application to ensure that it properly reflects the candidate's strengths.

All faculty members are advised to keep a current CV in the LSU format. If you do not have a great deal to list now, spend your energy on correcting that deficiency rather than being unhappy about these requirements. Division heads are advised to help faculty members in their division improve their chances for academic promotion. This should start as soon as possible in an academician's career. However, it is never too late for anyone.

None of the categories in which a faculty member needs to show excellence can be easily quantified. You should make a constant effort to improve both quantity and quality of your achievements. A good promotion and/or tenure application will usually do well, while a poorly organized or premature application is not advisable.

That the requirements for promotions become more difficult as a department grows is a fact of academic life. Undue emphasis on past requirements is not helpful. Anyone promoted within our ranks above Assistant Professor should deserve a similar promotion in any good Department of Pediatrics in the USA.

In the instructions for preparing your application, we give advice on how to present a compelling CV for promotion and/or tenure. Here are a few additional notes on items that most Promotions and Tenure Committees will consider:

Publications – The most valuable publications are original observations published as first or senior author in peer-reviewed journals in the English literature. Abstracts, publications in journals outside the United States, or numerous publications with large groups of coworkers can also be a very important part of your CV. However, abstracts need to be followed by original publications one or two years later in order to be truly valuable, and a prolific publication record elsewhere needs to be matched by publications of data generated here at LSU. Your application will be strengthened considerably if you can show that you have been able to maintain your productivity in your new working environment.

Teaching – Just documenting that students rotate through the place you work will not do. You have to show that you take the time to ensure that you are teaching state-of-the-art knowledge, and that you prepare handouts which reflect current knowledge of the subject rather than just your anecdotal opinion.

Service – Just existing at an academic institution is no qualification for promotion in any track, clinical or tenure. You must show that you perform a different task from that of any of your colleagues in private practice or in non-teaching institution. While such service and administrative activities are no less important than what we do, you need to remember that you are at an academic institution with different expectations. While the department would like to see all its members progressing along academic ranks, it also has an obligation to reward the efforts of those who excel by having a meaningful promotions and granting of tenure process.

Research Support – You need to list all intra- or extramural research support obtained. Make sure that this support is reflected in publications about the subject funded, since failure to use research support adequately is clearly a negative point in your application.

Tenure – Every faculty member needs to consider this issue very carefully when applying for promotion from Assistant to Associate Professor. The guidelines for promotion on the tenure track are more stringent than are those for promotion on the clinical track. Faculty members who have had trouble achieving excellence in teaching, service, and research need to consider their options carefully, since under present rules there is no mechanism to give up tenure if the candidate does not qualify for promotion on the tenure track.

The Promotions and Tenure Committee of the Department neither approves nor denies promotions. Furthermore, it is not involved in the initial appointment of faculty members, which is the exclusive responsibility of the department chairperson.

The task of the Promotions and Tenure Committee is to assist faculty members in the preparation of a good application and to write a short opinion on the LSU application form. There is no point in applying any pressure on the Committee other than submitting evidence of achievements in the categories to be evaluated.

This letter is intended to give faculty members information that should help them in planning their academic career and not just their application for promotion and/or tenure.

Sincerely,

Ricardo U. Sorensen, M.D.
Chairman, Department of Pediatrics

APPLICATION DEADLINES

These departmental deadlines are designed to allow a faculty member sufficient time to prepare the best application possible. In fairness to all members of the department, the Promotions and Tenure Committee will strictly adhere to them – no exceptions.

The deadlines do not prevent you from adding an important piece of information after submission of your information to the Department and before the general LSUHSC deadline, for example, the notice of acceptance of a manuscript or of granting of support for a research project. Such information may significantly enhance your application when considered by LSUHSC. However, the Promotion and Tenure Committee of the Department of Pediatrics will not change its written evaluation. This addendum should be very short and refer only to new material. Completely redone CV's are not acceptable.

The promotion procedure is initiated by either the chairperson of the Department of Pediatrics or by the faculty member. This should be done in accordance with the specifications for length of appointment in each rank as specified in the LSUHSC guidelines.

The initial contact should occur early in the calendar year. If the Chairperson agrees that an application for promotion and/or tenure is in order, a written notification will be sent to the candidate and to the Promotions and Tenure Committee. This will officially start the involvement of this committee in the preparation and evaluation process.

SUMMARY OF DEADLINES

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| 5/31 | <u>Faculty member meets with the Chairperson of the Promotions and Tenure Committee.</u> In this first meeting, the chairperson of the Promotion and Tenure Committee will advise faculty members of their eligibility based on an informal, mutual inspection of the applicant's CV. This meeting may result in a recommendation to prepare a formal application. The Promotion and Tenure Chairperson will communicate the results in writing to the Department chairman |
| 6/30 | <u>Submission of the completed application to the Promotions and Tenure Committee.</u> When letters of recommendation are required, a list of intra- and extramural referees also needs to be submitted (see application instructions). |
| mid-July | <u>Meeting of the Department of Pediatrics Promotion and Tenure Committee</u> to vote on each application. Results of this vote will immediately be communicated in writing to the applicant. Letters from intramural and extramural peers, listed by the applicant, will be requested at this time by the Department of Pediatrics for those candidates whose application will be endorsed by the Department. |

- 7/31 Revised application to Promotions and Tenure Committee if recommendations for improvement of the packet were made.
- Aug Completed application forwarded to LSU by Department Chairperson
- mid-Sept Completed application along with letters of recommendation forwarded to School of Medicine
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GENERAL PRINCIPLES

1. Promotion and granting of tenure represent a succession of recommendations by the departmental faculty (departmental committee), department head, the School of Medicine (SOM) Appointments and Promotions Committee, the Dean, the Vice-Chancellor of Academic Affairs, and the Chancellor. At the SOM the Administrative Council also provides an advisory recommendation to the Dean on advancements and granting of tenure. Final actions are taken by the LSU System Office and the Board of Supervisors.
2. Candidates for promotion and/or tenure granting are presented for review by the department head or, in the case of full time faculty members only, by self-nomination. Normally, the department head initiates the process for departmental review.
3. The department head is responsible for informing the faculty candidate when a negative recommendation is made in the course of the promotion or tenure process. As described in the Faculty Handbook, the faculty candidate has the right to withdraw from consideration at any time.
4. Procedures and supplemental forms for the promotions packets will be posted on the LSUHSC School of Medicine web-site by a link to the Faculty Affairs address.
5. Each department of the SOM forms a Promotions Committee, composed of senior, advanced rank faculty members. The departmental committee meets and reviews potential candidates for advancement. The promotions packet is reviewed by the departmental committee in its deliberations.
6. A minimum of five (5) senior faculty members (associate or full professors) must serve on the departmental committee. The composition of the committee is otherwise determined by the department head. If the department has less than five (5) senior faculty members, the committee is comprised of all departmental senior faculty and senior faculty members selected from other departments to provide the full committee complement of five. If a faculty member serving on a departmental committee accepts an invitation to serve on the school Appointments and Promotions Committee, he or she can no longer vote on the departmental committee, although he or she could continue to serve in an ex officio manner.
7. The faculty candidate plays a principal role in the preparation of the promotions packet and is required to validate that the documents submitted are accurate and complete.
8. The departmental Promotions Committee votes on each candidate and records its vote on the LSU System form. Associate Professors cannot vote on proposed promotions to Full Professor. Non-tenured senior faculty members, regardless of rank, cannot vote on granting of tenure.
9. A formal written recommendation, positive or negative, is submitted by the departmental committee to the department head on the System form.
10. The department head also renders a written recommendation on the System form.
11. In the instance of joint appointment with a Center of Excellence and/or with another department(s), the Center Director and/or other department head(s) must also supply a formal written recommendation, positive or negative, using the System form page for department heads.
12. Following recommendations of the departmental Promotions Committee and the department head, the candidate is evaluated by the SOM Appointments and Promotion Committee. The

SOM Appointments and Promotions Committee is composed of tenured Full Professors. The chair of the Appointments and Promotions Committee records its vote on the Systems form.

13. Positive recommendations from the SOM Appointments and Promotions Committee are forwarded to the Administrative Council for review. The advisory recommendation of the Administrative Council is recorded by the Council Secretary after a secret ballot is taken. Voting members of the Administrative Council are the Dean, Associate and Assistant Deans, department heads and elected representatives of the Faculty Assembly.

PROMOTION PACKET PREPARATION

1. In accordance with Health Sciences Center policy, the candidate must participate in the preparation of materials in the packet and “sign-off” on the accuracy and completeness of biographical materials and the teaching and/or administrative portfolios submitted.
2. The standard Biographical Data currently requested by the LSU System form is used.
3. A formal summary of teaching assessment is included on the “Promotion/Tenure Request” form as part of the departmental recommendation; there will be recognition of the faculty candidate’s participation in The Academy for the Advancement of Educational Scholarship in the advancement process.
4. Standardized information provided on teaching and administrative portfolio forms is included with the promotions packets.
5. Three letters of recommendation from academic institutions are required for all advancement candidates. Letters must be submitted as originals (with copies) on university, or more rarely agency (i.e. NIH, DHH, etc) letterhead; hand –written letters and letters from community practice partners or colleagues will not be accepted unless the letters are submitted on university letterhead and identify the academic title of the author. For part-time and gratis faculty members, letters of recommendation must specifically address the contributions of the candidate to the teaching or research programs of the School of Medicine.
 - a. For a candidate being considered for promotion to Tenured Full Professor, for the granting of tenure for a candidate hired at the rank of Professor (tenure-track, probationary), for the promotion to Professor – Research, for the promotion to Tenured Associate Professor, or for the granting of tenure for a candidate hired at the rank of Associate Professor (tenure-track, probationary), three out-of-state letters are required.
 - b. For a candidate being considered for the promotion to Associate Professor - Research, three out-of-institution letters are required.
 - c. For a candidate being considered for promotion to the rank of full-time, non-tenured Professor Clinical (or FTA), three out-of-institution letters are required and for promotion to the rank of full-time, non-Tenured (or Full Time Affiliates (FTA)) Associate Professor Clinical, three letters out-of-department are required.
 - d. For other advancements, three letters of recommendation from a variety of sources are accepted, including intradepartmental sources; however, multiple letters originating from the same section or from the primary department are discouraged unless they provide additional information in support of the candidate.
6. A list of potential references is provided by the candidate or by the candidate and the department head. The three required letters must be solicited from that list of potential references; however, the department head may also solicit other letters of recommendation that are submitted to the departmental and school committees for consideration.

To ensure objectivity, evaluators, to the maximum extent possible, should not be former colleagues, mentors, co-authors, or fellow graduate students; this is especially germane in the context of tenure track and research track advancements where an external evaluator should have a strong record of research and scholarship and should also be from a “peer” institution or equivalent research or outreach organization.

PROMOTION/TENURE APPEALS

- 1. A full-time faculty, but not part-time or gratis faculty, candidate can request review and recommendation by the SOM Appointments and Promotion Committee despite receiving negative recommendations by the departmental Promotions Committee and/or the department head.**
- 2. The Chair of the SOM Appointments and Promotions Committee will notify the department head when it has made a negative recommendation for promotion or tenure.**
- 3. If the SOM Appointments and Promotion Committee renders a negative recommendation, only the department head can personally appeal that recommendation to the SOM Appointments and Promotion Committee or to the Administrative Council.**
- 4. The department head has the right to challenge the recommendation of the SOM Appointments and Promotion Committee before submission of the committee's final recommendations to Administrative Council and the Dean, by personal appeal before the committee. New information may be submitted and considered by the committee if such information is thought to be potentially valuable.**
- 5. If the SOM Appointments and Promotion Committee sustains a negative recommendation after personal appeal by the Department Head, the Department Head has the right to appeal to the Administrative Council. Appeal to the Administrative Council will be conducted in executive session, with only voting members and the Chair and/or Vice Chair of the school Appointments and Promotion Committee in attendance.**
- 6. In the case of an appeal, all promotions packet material and the letter from the SOM Appointments and Promotion Committee to the department head about the candidate must be made available for the Administrative Council for review. The Chair or Vice-Chair of the Appointments and Promotion Committee will be responsible for presenting the position of the committee relative to the candidate. In the setting of an appeal, a positive advisory recommendation from the Administrative Council to the Dean requires a 2/3 (two-thirds) vote of a quorum of the voting membership.**

APPOINTMENT AND PROMOTIONS AND TENURE CRITERIA

INTRODUCTION

The promotion and tenure process is structured to evaluate accomplishment in accordance with the major focus of effort of the candidate as defined by the terms of the initial appointment and by any redirection of the candidate's effort that has subsequently occurred. Changing from one appointment track to another requires mutual agreement by the faculty member and the department head; changing from a tenure track to a non-tenure track appointment will ordinarily be considered a lateral move and will be done no later than the beginning of the academic year prior to review for advancement. Changing from a non-tenure track appointment to a tenure track appointment, will be undertaken under the most exceptional of circumstances and will be based on rigorous review by the Appointments and Promotions Committee and the Dean; it also will be done no later than the beginning of the academic year prior to review for advancement and tenure-granting.

Promotion and granting of tenure represent a succession of judgments by the departmental faculty (departmental promotions committee), department head, the SOM Appointments and Promotions Committee and the Administrative Council, the dean and the health sciences center, and finally the LSU System Office and the Board of Supervisors. The recommendations of these bodies will consider the accomplishments of the faculty candidate in the context of the current appointment

track and assigned responsibilities. Time in rank (or length of overall service) does not alone constitute justification for advancement. The following general guidelines recognize that a faculty member functions in many spheres and that assessment for advancement must be highly individualized. Promotion and tenure recommendations consider the following four basic categories of faculty activities: teaching; research; service; and academic administration. The process seeks evidence of continuing commitment to the fulfillment of the mission of the School of Medicine in all four categories. Consequently, the promotions and tenure review process is meant to consider a faculty candidate's activities in these categories and also is meant to assess academic progress since appointment or the last promotional step.

Initiation of the promotions or tenure process is one step in career development and planning for a faculty member. The decision to proceed with promotion or tenure evaluation is typically made jointly by the faculty member and his/her supervisor. Anticipating candidate review at multiple levels, the faculty member and supervisor should prepare the promotion or tenure materials with general evaluation criteria in mind. The promotions packet should clearly document the accomplishments of the faculty candidate, emphasizing those activities that are most valued in the candidate's academic appointment track.

GENERAL APPOINTMENT AND ADVANCEMENT CRITERIA

The academic efforts of the faculty of the Department of Pediatrics should sustain and advance the educational and scientific goals of the School of Medicine and the University through research, teaching, and professional service. The scholarly activities of a candidate in these three areas will be assessed for appointment, promotion, and the award of tenure.

Some review criteria are cited below. These criteria are not intended to be inclusive, but rather illustrative of the type of evidence that may be included in a review packet to establish achievement within the different academic ranks. However, the specific criteria used for promotion or granting of tenure (in the case of tenure track appointments) will be weighed differently depending on the academic track and the designated responsibilities of the faculty member.

Consequently, the review process does not necessarily seek evidence of excellence in all four categories of faculty activities.

I. Excellence in Teaching can be Documented by:

- Surveys, evaluations, or ratings by students, residents, fellows and fellow faculty members.
- Measures of student achievement.
- Long term success in a particular teaching assignment.
- Number and type of students taught and hours of student contact.
- Special awards for teaching efforts.
- Membership in the LSUHSC Academy for the Advancement of Educational Scholarship.
- Evidence that the faculty member serves as a role model or mentor.
- Development and implementation of curricular initiatives or teaching materials that may be adopted by other institutions.
- Regional, national, and international contributions in educational arenas.
- Leadership or commendable participation in the education of graduate students or house officers.
- Leadership or commendable participation in continuing medical education.
- Invitations to serve as a visiting professor or guest speaker, especially endowed professorships or lectureships.

- **Leadership roles in educational programs (e.g., program chair for professional society's annual meeting).**
- **Letters of commendation for educational contributions outside the institution.**
- **Evaluations from participation in professional and other external teaching programs.**
- **Published research in medical education or related fields.**
- **Service as reviewer or editor of educational publications.**

In summary, the candidate should demonstrate a desire to maintain teaching effectiveness and a capacity for continuing growth as a teacher. Recognition for clinical teaching requires contact with students over a sustained period, not limited to occasional ward rounds, demonstrations, or presentations. Recognition will be given to original, innovative, and unique contributions and published reports of such contributions. In addition, administration of educational efforts as a residency or fellowship training program director, or equivalent position, and service on educational committees will constitute significant criteria for consideration.

II. Excellence in Research can be Recognized by:

- **Reputation with peers as an independent, original investigator.**
- **Publication of original research in peer-reviewed journals, particularly in high impact journals.**
- **Record of national grant and contract support.**
- **Regional, national, international or professional society prizes or awards.**
- **Invitations for endowed lectureships or professorships or special lectures at professional meetings.**
- **Letters referencing research excellence and contributions to the discipline.**
- **Seminal work in a specific discipline or area of investigation.**
- **Invitations to write review articles in area of scientific expertise.**
- **Continued participation on review or editorial boards, associate editorships, editorships of journals.**
- **Continued participation on study sections and scientific advisory boards.**
- **Leadership roles in national or international professional societies and related meetings.**
- **Leadership or authorship roles in cooperative clinical programs, clinical trials, outcomes analysis.**
- **Participation in institutional or program reviews or site visits.**
- **Commendable participation or leadership in graduate programs, post-doctoral training, training grants, or program project grants.**
- **Commendable participation or leadership in research-related committee or other administrative activity.**

The quality of the research program of an individual will be evaluated as to the originality, depth, rigor, and thoroughness of the studies. Important discoveries, national recognition, and innovations in techniques or methods shall lend weight to the assessment. Publication of the results of funded research is indispensable for granting of tenure. If grants have been obtained without resulting in publication(s) within three to four years after the beginning of the grant, there will be doubts about the candidate's ability to sustain a continued, funded research effort.

For **Tenure Track** only, a weighted grading system of publications is scored as follows:

- Case report – 1 point (first or senior author)
- Large-scale prospective study – 3 points (first or senior author)

- Anything in-between – 2 points (for instance “minor” author in major study; first or senior author in retrospective chart studies, reports on small groups of patients, book chapters, reviews, etc.).

III. Excellence in Institutional, Community, and/or Clinical Service can be Recognized by:

- **Commendable participation or leadership in departmental, school, health sciences center or hospital committees.**
- **Continued participation or leadership in professional organization or society committees and/or governing boards at a local (community outreach), regional, state, national or international level.**
- **Commendable participation in community service or other volunteer activities.**
- **Reputation as a clinician and consultant, including recognition as local or regional “Best Doctor”.**
- **Clinical productivity.**
- **Introduction of new clinical skills or techniques to the institution.**
- **Special competencies that enhance clinical or training programs.**
- **Development of new clinical programs that serve to fulfill mission of School of Medicine.**
- **Implementation of innovations, as a participant or as a leader, that enhance patient care: chronic disease management programs, critical pathways, medical homes projects, etc.**
- **Development of and active participation in clinical trials, cooperative groups or outcomes analysis.**
- **Appointed or elected leadership or membership on local, regional or national organizations, societies or specialty governing boards.**
- **Participation in or consultation for care-related committees or organizations, locally, regionally or nationally.**

This aspect is indispensable for the attainment of the academic goals of the School of Medicine.

IV. Excellence in Administration can be Recognized by:

- **Organization or reorganization of a department, center, or other administrative unit.**
- **Direction of a clinical, research, or administrative unit in the school, health sciences center or hospital.**
- **Initiation or implementation of projects, policy or programs on a school or health sciences center level.**
- **Initiation or implementation of health care delivery systems or programs.**
- **Coordination of institutional service with government, community, and volunteer organizations.**
- **Leadership in organizations involved with academic health centers and health care delivery, policy and legislation.**
- **Participation on site visit teams for funding agencies.**
- **Organization of programs at national meetings of professional organizations**

The balance of accomplishments in teaching, research, professional service, and administrative functions may vary considerably from one candidate to another and exceptional qualifications in two or three areas may partially compensate for less prominent accomplishments in another. There will be unusual instances when research accomplishments are of such high caliber that this activity alone will be sufficient for appointment, promotion, or the award of tenure. Similarly there could be unusual instances when involvement in teaching is of such excellence in both quality and quantity and the impact of these contributions on the local environment so great that this activity alone may be sufficient for appointment, promotion, and/or the award of tenure.

Professional service activities shall be weighed in the assessment of a candidate for appointment, promotion, and/or the award of tenure and an outstanding record in these activities may, on occasion, compensate for a deficiency in either teaching or research. However, service activities alone shall not be an adequate basis for promotion above the rank of Assistant Professor or for the reward of tenure. Administrative contributions and similar services may be judged in the assessment of candidates for promotion or the awarding of tenure, especially when such contributions are clearly and directly related to teaching and/or research, as in the case of service as a subject committee chairperson, core clerkship director, phase coordinator, or research training director, or as a member of an educational committee.

Although excellent administrative activities may on occasion make up for deficiencies in either research or teaching, administrative activities alone shall not be an adequate basis for appointment or promotion above the rank of Assistant Professor or for the reward of tenure. Major contributions in administrative areas will in general be recognized through administrative titles and salary increases.

As a general requirement, promotion within the tenure track requires that candidates document their ability to support their position and research activities on a continuing basis.

SPECIFIC GUIDELINES FOR PROMOTION AND TENURE

Specific guidelines for appointment and promotion within the different academic tracks follow. These guidelines, however, do not represent absolute requirements. These guidelines also are not intended to be inclusive; appointment and advancement requirements may vary depending on the designated responsibilities of the faculty member.

The time periods required for each promotion are clearly specified in the LSU Faculty Handbook and will not be repeated here.

I. Tenure Track

Appointment to Instructor (on any appointment track)

Appointment to this rank normally requires the highest (terminal) degree in the discipline and the candidate should show promise of the ability to perform successfully the duties for which he was employed or may be assigned in the future. Instructors are not eligible for tenure granting.

Appointment or Promotion to Assistant Professor on the Tenure Track

Appointment or advancement to this rank requires a commitment to basic or clinical research and teaching as evidenced by:

- **Capacity for teaching and advising.**
- **Capacity for independent investigation in basic or clinical sciences.**
- **Willingness to participate in departmental or school committee work.**
- **A scholarly approach in clinical care.**

Appointment to Associate Professor (tenure track) or Promotion to Associate Professor with Tenure

Appointment or advancement to the rank of associate professor with tenure requires professional recognition, in most instances at a national level, which can be evidenced by:

- **Recognition for excellence in teaching.**
- **Development of new teaching materials.**
- **Recognition by peers for independent and original investigation (through peer-reviewed publications and extramural research funding).**
- **Elected membership in major scientific societies.**
- **Recognition through formal awards, invitation to participate in local, regional and national meetings, etc.**
- **Leadership in scientific or professional organizations.**
- **Development and implementation of new programs that serve to fulfill mission of School of Medicine.**
- **Evidence of continuing commitment to departmental and/or institutional missions of teaching, research and/or service.**

In addition, the candidate in the Department of Pediatrics should demonstrate:

- Evidence of ability to obtain extramural support
- Promotion to Associate Professor: 25 points
- Letters from intra- and extramural national and international experts in the field
- A state-wide voluntary referral base for clinical activities

Appointment to Professor (Tenure Track) or Promotion to Professor with Tenure

Faculty appointment or promotion to the rank of professor with tenure is reserved for professionally accomplished faculty, often those with international recognition, which can be evidenced by:

- **Excellence in training, teaching, and advising of students, trainees at all levels, and junior faculty.**
- **Development or implementation of major courses or other curricular initiatives or courses and/or development of teaching materials.**
- **Continued publication in peer-reviewed journals.**
- **National and international recognition as an investigator.**
- **Continued independent, externally funded investigation.**
- **Participation as author or editor of textbooks, monographs, or journals.**
- **Membership on editorial boards, study sections, and/or advisory groups.**
- **Elected membership and leadership in scientific professional societies.**
- **Invited participation in professional society-related committees and/or governing boards.**
- **Professional awards and invited and/or named lectureships.**
- **Participation in national and international symposia, courses, and teaching programs.**
- **Development and implementation of new programs that serve to fulfill mission of School of Medicine, University or other professional organization.**
- **Exceptional leadership or administrative performance, at departmental, school, health sciences center, hospital, state, or national levels.**

In addition, the candidate in the Department of Pediatrics should demonstrate:

- Evidence of ability to obtain extramural support
- Promotion to Professor: 50 points
- Letters from intra- and extramural national and international experts in the field
- A state-wide voluntary referral base for clinical activities

Subspecialty Board certification is strongly suggested, but is not an indispensable requirement in exceptional cases.

II. Non-Tenure Tracks

The non-tenure track is a provision for full-time faculty members whose professional service, teaching, and/or research is essential to the academic mission of the School of Medicine and whose appointments are renewable on a specified periodic basis.

Service or administrative activities alone shall not be an adequate basis for promotion above the rank of Assistant Professor, even though such contributions may be outstanding.

A. Full-time Clinicalⁱ

This is a non-tenure track for full-time faculty in the clinical sciences who are effective in teaching and service programs and are essential for patient care.

Appointment or Promotion to Full-Time Assistant Professor of Clinical Pediatrics

Appointment or advancement to this rank requires a commitment to teaching and clinical service as evidenced by:

- **Capacity for teaching and advising.**
- **Potential for clinical or basic science research contributions and collaborations.**
- **Willingness to participate in departmental or school committee work.**
- **Excellence in patient care.**
- **A scholarly approach in clinical care**

Appointment or Promotion to Full-Time Associate Professor of Clinical Pediatrics

Appointment or advancement to this rank requires that the faculty member is regarded as an excellent and scholarly clinician and/or consultant, often with a local, regional or national reputation, and can be evidenced by:

- **Excellence in clinical service and clinical consultation.**
- **Development and implementation of new clinical or training programs.**
- **Publication of clinical studies in peer-reviewed journals.**
- **Continued participation or leadership in clinical trials research.**
- **Collaboration with other investigators on clinically related research.**
- **Recognition for excellence in teaching, and advising at multiple levels.**
- **Development of new teaching materials.**
- **Leadership or administrative responsibility for teaching or training programs.**
- **Elected membership in professional societies.**
- **Recognition through formal awards, local and regional invited lectures, and participation in professional society programs and CME courses.**

In addition, the candidate in the Department of Pediatrics should demonstrate:

- A minimum of five publications (two being first or senior-authored papers)
- Letters from intra- and extramural national and international experts in the field
- Evidence of ability to obtain intra- or extramural support helpful, but not required
- State-wide voluntary referral base for clinical activities

Appointment or Promotion to Full-Time Professor of Clinical Pediatrics

Appointment or promotion to the rank of clinical professor is reserved for exceptional faculty, often those with regional and national recognition, and can be evidenced by:

- **Reputation for excellence in clinical service and consultation.**
- **Development of new teaching materials or curricular initiatives.**
- **Leadership in training, teaching, and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues.**
- **Directorship of teaching or training course or program.**
- **Publication of clinical studies in peer-reviewed journals.**
- **Coordination or leadership in clinical trials research.**
- **Authorship or editorship of textbooks, monographs, or journals.**
- **Service on journal review panels, editorial boards and/or professional advisory groups.**
- **Election or appointment to professional societies, committees, and/or governing boards.**
- **Professional awards and invited and/or named lectureships.**
- **Participation in local, regional, or national symposia, courses, and teaching programs.**
- **Development and implementation of new programs that serve to fulfill mission of School of Medicine, University or other professional organization.**
- **Exceptional leadership or administrative performance, at departmental, school, health sciences center, hospital, state, or national levels.**

In addition, the candidate in the Department of Pediatrics should demonstrate:

- Evidence of ability to obtain support for the growth of the efforts of their division is required. This may be based on intra- or extramural grants, or on clinical income that the faculty member regularly transfers to the Division for purposes other than the faculty members own salary supplement or other direct benefits, or through intra- or extramural support from any source.
- A minimum of 20 original publications, with three being first or senior-authored papers
- Letters from intra- and extramural, local and national experts in the field
- Statewide voluntary referral base for clinical activities

B. Full-Time Research Trackⁱⁱ

The research track is specifically designed for faculty members whose primary activity within the Medical School is through research activities.

Ph.D. faculty in the Department of Pediatrics are either full-time, research-oriented or research and clinical service-oriented through activities in clinical laboratories in addition to their research activities.

Appointment or Promotion to Assistant Professor – Research

Appointment or advancement to this rank can be evidenced by:

- Capacity for original and independent research, as demonstrated by recommendations from established senior faculty at the Medical School and/or other institutions.
- Scientific productivity (peer-reviewed publications).

Appointment or Promotion to Associate Professor – Research

Appointment or advancement to Associate Professor of Research normally indicates that a faculty member has achieved professional recognition, in most instances at a national level, which can be evidenced by:

- Scientific productivity evidenced by continued publication of original studies in peer-reviewed journals.
- Recognition by peers for independent investigation through external funding of research projects.
- Salary support from grants and contracts from independent or collaborative awards.
- Elected membership in major scientific societies.
- Recognition through formal awards, invitation to participate in local, regional and national meetings, etc.
- Leadership in local, regional, or national scientific committees, programs, and/or governing boards.
- Extent and quality of any teaching, service, and/or administrative activities undertaken.

Appointment or Promotion to Professor – Research

Appointment or advancement to Professor of Research normally indicates that a faculty member has achieved professional recognition, in some instances at an international level, which can be evidenced by:

- Continued publication of original studies in peer-reviewed journals.
- National and international recognition as an investigator.
- Continued independent investigation with sustained external funding.
- Salary support from grants and contracts from independent awards.
- Authorship or editorship of textbooks, monographs, or journals.
- Membership on editorial boards, study sections, and/or advisory groups.
- Invited society memberships with or without committee and/or governing board appointment.
- Participation and/or leadership in major regional, national, and international society committees and programs.
- Formal research awards.
- Major invited lectures.
- Extent and quality of any teaching, service, and/or administrative activities undertaken.

The Department of Pediatrics specifies that requirements for promotion and tenure for Ph.D. faculty without clinical service obligations and who do not derive their salary from clinical service contracts or activities will be the same as those for faculty members on the tenure track.

Requirements for promotion for Ph.D. faculty members who devote at least 50% of their time to clinical laboratories shall be same as those for the clinical track.

Special consideration will be given to Ph.D. faculty members who do not fall clearly into the definitions given above.

C. Full-Time Affiliate (FTA) Trackⁱⁱⁱ

This appointment track has parallels to the Full-Time Clinical Track. However, it must be understood that the research opportunities for clinical science investigation or collaboration with basic science are less abundant. Consequently, the activities of faculty in this track will be heavily weighted in teaching, service and administration. The evidence and criteria used for appointment and promotion of faculty in this track will be the same as those for the Full-Time Clinical Track excepting that extended regional and national professional reputations in teaching and clinical service will not be expected.

D. Part-Time Academic Rank^{iv}

This track is utilized for faculty with the same criteria and standards for designation at full-time academic rank, but who are employed less than full-time. Tenure cannot be granted for part-time faculty and the criteria used for appointment and promotion will be selected on the basis of the nature of the activities that the faculty candidate has undertaken, traditional teaching and research or primarily research.

E. Part-Time (or Gratis) Clinical Track^v

This track is used for part-time or gratis faculty whose primary role is related to a clinical setting.

The qualifications to be evaluated for the appointment or promotion of adjunct/clinical faculty include teaching and professional service contributions. These efforts shall be assessed using the same standards and procedures as those applied to full-time faculty. However, the time commitment and the duration of service at the University shall be emphasized in the evaluation. Although not required, scholarly research activity, contributions to teaching, educational administrative efforts, and participation in community health organizations will lend weight to the evaluation

Appointment or Promotion to Clinical Assistant Professor, Part-Time or *Gratis*

Appointment or advancement to this rank can be evidenced by:

- Clinical competence with board-eligibility or board-certification in primary specialty.
- Competency and involvement in teaching or clinical research.
- Direction of clinical or professional program.
- Service on divisional, departmental or other institutional committee.

Appointment or Promotion to Clinical Associate Professor, Part-Time or *Gratis*

Appointment or advancement to this rank requires that the faculty member is regarded as an excellent and scholarly clinician and/or consultant, often with a local or regional reputation, and can be evidenced by:

- Excellence in teaching at multiple levels, medical students, residents, fellows, grand rounds, interdisciplinary conferences, etc.
- Development and/or direction of local or regional postgraduate courses.
- Local teaching award.
- Participation in clinical trials.
- Leadership in program or project within division or department.
- Membership or leadership of committee for department, school, health sciences center, medical specialty or professional society.

The Department of Pediatrics specifies that a candidate should have:

- A minimum of seven years in the rank of Clinical Assistant Professor of Pediatrics
- Documented participation in our teaching efforts as defined above
- Consistent interaction with our faculty as acknowledged by members of our full-time faculty

Appointment or Promotion to Clinical Professor, Part-Time or *Gratis*

Appointment or promotion to the rank of clinical professor, part-time or more commonly gratis, is reserved for accomplished faculty, often those with local, regional and state recognition, and can be evidenced by:

- Reputation for clinical excellence locally and regionally.
- Teaching excellence.
- Continued commitment to and involvement in teaching and training programs.
- Supervision of training program.
- Scholarly approach to the practice of medicine and to work within professional organizations.
- Development or direction of postgraduate courses regionally or nationally.
- Invited lectures at regional or national meetings.
- Appointment as board examiner.
- Elected office in specialty organization and/or governing board.

The Department of Pediatrics specifies that a candidate should have:

- A minimum of seven years in the rank of Clinical Associate Professor of Pediatrics
- Documented participation in our teaching efforts as defined above
- Consistent interaction with our faculty as acknowledged by members of our full-time faculty

DEFINITIONS TO BE USED IN THE PROMOTIONS PROCEDURE

PUBLICATIONS

An important specific requirement for promotion refers to publications. While a completely quantitative evaluation is impossible, the following definitions will be applied:

- ◆ The numbers required refer to original publications in peer-reviewed journals. Unsolicited review papers or papers which are part of a symposium published in peer-reviewed journals will also be accepted as original publications, if the candidate provides evidence that his or her contribution was peer reviewed.
- ◆ Case reports which do not describe a new disease or disease mechanism will have an equivalent of half an original publication. The candidate should point out in writing to the committee any case report that meets the criteria to be counted as an original publication.
- ◆ Only publications in competitive, quality, peer-reviewed journals will qualify as original publications. Non-peer reviewed publications in hospital, city or state journals, publications in foreign journals of circulation restricted to one country or region, and publications that do not contain original data or observations cannot be counted as original publications unless the Promotions and Tenure Committee acknowledges their quality and originality after careful examination.
- ◆ Publications derived from funded research are especially important for the granting of tenure. Abstract(s) need to be published within two to three years and original publications within three to four years after initiation of research funding.
- ◆ Solicited reviews and chapters in books will have an equivalent of half an original publication.
- ◆ Abstracts do not contribute to the publication count, but may help decide in borderline cases and they should be listed. They are also important in evaluating your progress in the earlier stages of a funded research project.
- ◆ Exceptions to the number of publications will be considered in cases of outstanding research accomplishments published in high quality papers.
- ◆ Publications since arrival at LSUHSC and derived from work done at LSUHSC.

INSTRUCTIONS TO COMPLETE LSUHSC APPLICATION FOR PROMOTION AND TENURE

All candidates should carefully study the current LSUHSC "Promotion Instruction" forms.

Most of the Promotion/Tenure Review request form is self-explanatory. The following additional specifications, which are summarized in the Biographical Data portion of your packet should help you in preparing a strong application:

1. Publications (Complete information and inclusive pages)
 - a. In print
 - 1) Books. (Refers to books you have written or edited)
 - 2) Chapters in books and articles in refereed journals, refereed bulletins, and refereed proceedings. Subdivide under the following subtitles:
 - a) Chapters in books and review papers
 - b) Original publications in peer reviewed journals. List with complete identifications, prefer Vancouver style
 - 3) Other publications (Subdivided under the following subtitles)
 - a) Abstracts (List only abstracts that can be found in abstract publications)
 - b) Letters to the editor
 - c) Published educational material
 - d) Other
 - b. Accepted for publication (Follow the same subdivisions as for 1a)
 - c. Submitted for publication (This part is not important to the Department of Pediatrics. Make sure to send in acceptance letters received after submitting your application at any time before the LSUHSC deadline.)
2. Other Scholarly/creative/artistic contributions (e.g., performances, exhibits, etc.)
3. Papers presented at professional meetings (name of organization, location, and dates)
4. Awards, prizes, lectureships that show recognition of scholarly/creative achievement
5. Contributions to juried or refereed publications (e.g., editorships, associate editorships, referee)
6. Grants and contracts funded (source, funds, dates, and other pertinent information)

Separate: a. Present funding
 b. Past funding

In each case, list: Funding agency
 Title of project
 Inclusive dates of grant
 Total money award
 First year money award
 Your participation (Principal investigator or co-investigator, and % of your time devoted to this project)

Remember that if you have the grant for more than one year, your evaluators will be looking for abstracts or manuscripts reporting results.
7. Documentation of teaching activities (e.g., courses, theses/dissertations directed, result of peer/student evaluations, etc.)

List your contribution by school and year of training, e.g., medical students, year one, residents, or fellows. Be as specific as possible indicating the amount of time spent on each activity.

8. Major areas of research interest

Take advantage of reviewing your lifelong contribution to clinical and/or basic research, denoting your key references, as you would do in review paper. Do not just repeat your list of references. Do not use excessive modesty: this narrative will help the chairperson and the Promotions and Tenure Committee write a fair and supportive assessment of your research achievements.

9. University Service.

If you have developed clinical or laboratory services which fulfill the requirements specified in the departmental Guidelines for Promotion and Tenure, describe them here.

10. Public Service

ADDITIONAL REQUIREMENT FOR THE DEPARTMENT OF PEDIATRICS

The Department of Pediatrics requires that for any promotion above Assistant Professor or granting of tenure, you provide a list of three intramural and three extramural experts in your subspecialty. The department will ask them in writing about your qualifications for promotion. A sample letter requesting an opinion from the referees you list is appended to this information package. Place your suggested referee list at the beginning of the APPENDIX.

Outside referees should not be closely linked to the candidate's present work. The referee should have at least the academic rank to which the candidate is applying. Letters from people presently working in the same or a closely-related institution at a lower academic rank or for the candidate are not acceptable.

ⁱ (PM #23-17)
ⁱⁱ (PM #23-16)
ⁱⁱⁱ (PM #23-11)
^{iv} (PM #23 P-T 1)
^v (PM #23 P-T 5)

February 6, 2009