
THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER
The College of Medicine

TO: COM Department Chairs
FROM: Polly A. Hofmann, Ph.D.
Associate Dean, Office of Faculty Affairs COM
DATE: September 2016 - **Updated for 2019 at end of memo**

Each nominee's letter from the Chair must include:

- **Percent effort in (1) Research/Scholarly Activities, (2) Teaching, (3) Patient Care and (4) Service.**
These 4 categories must add up to 100%, whether they are part time or full time faculty. Please remember for promotion and tenure, %Teaching should include teaching effort in the classroom and at the bedside, whereas %Patient Care is patient care without trainees present.
- **Whether financial obligations have been met and/or exceeded by that faculty.**
For clinicians, this is related to have they reached greater than 75% of their target RVU or greater than 75% of other financial goal as defined by yourself and Executive Dean Stern. For faculty with greater than 50% scholarly activity/research, "meeting financial obligations" is related to whether or not they have extramural funding equal or greater than an average yearly NIH R01 grant (direct cost ~200K/yr). This can be from a single grant or the sum of multiple grants, and grants "count" from virtually any extramural source. Alternatively, research-committed faculty may serve primarily in a collaborator role on a number of grants. As such, the sum of the total effort designated on grants in which they are a collaborator should be determined. If, for example, % effort for scholarly activity/research is 50%, then the sum effort from collaborations on various funded grants should be 50% or greater to meet financial expectations.
- **Justification if this is an early tenure decision.**
An early tenure request is an exceptional request that must be accompanied by an explanation according to the policies in the Faculty Handbook.
- **Explanation if a 3 or 1, aka "exceeds expectation" or "below expectation", is given in metric worksheet.**
A brief explanation is needed so that the COM P&T committee is aware of the details related to the basis of an "exceed" or "below" expectation ranking.
- **Whether scholarly productivity in terms of publications have been met.**
Guideline recommendations for publication minimums are given below. Please remember publication count is only over the period of time in which the faculty has held their current rank.

Track	Assistant to Associate Prof	Associate Prof to Full Prof
Non-tenure (clinicians, teachers)	2	5
Non-tenure (researchers)	5	10
Tenure	5	10

- For promotion to full Professor, a review of the evidence which demonstrates the faculty has a national/international reputation.
- For tenure decisions, a review of the faculty's teaching abilities and inclusion of comments from Course Directors or Deans from other colleges (if they teach in other colleges) regarding their teaching.
- For the promotion of affiliate, volunteer, and adjunct faculty, a statement explicitly defining the contribution of the faculty nominee to that department.

It is suggested the Chair letter also include:

- **Highlights of the nominee's scholarly activities.**
For examples, outstanding publications in terms of high impact journals or high level citations, invitations to present at truly prestigious national/international symposia, if the faculty member's scholarly contributions are tied to/promote accomplishments of other faculty, or innovations in teaching such as development of new course/curriculum. The faculty member's CV should support your comments with **details** regarding scholarly activity/research.
- **Concrete examples of outstanding performance in teaching.**
Stating that a faculty member is an excellent teacher is not enough to evaluate that individual's accomplishments in education. Specifics might include what students/residents generally say about this person, how this person is evaluated through formal mechanisms by students/housestaff, what other faculty members and staff say about this person's teaching abilities beyond what is written in the reference letters, and how this person assists in attracting residents or students to the programs. The faculty member's CV should support your comments with details regarding teaching.
- **Specifics with regard to the nominee's excellence in patient care.**
For examples, the individual's ability to build a large referral practice, a successful clinical program with promising survival/cure rates among patients, peer recognition of clinical expertise, or a unique and innovative clinical program utilizing interdisciplinary treatment. The faculty member's CV should support your comments with **details** regarding clinical endeavors.
- **Areas of outstanding service and outreach.**
The faculty member's CV should support your comments with **details** regarding service.

For faculty who holds a joint appointment, the primary department should contact the chair of the secondary department to determine if the faculty member is to be simultaneously recommended for promotion in the secondary department. It is at the Chair's discretion as to whether or not they should also be promoted in the secondary department. If so, the only additional documentation required is a letter of support from the secondary department chair.

"If-Thens" for Chair in 2019

- If early promotion and/or early tenure, then must have detailed justification as to why.
- If department faculty vote was not unanimous, then must suggest possible explanation.
- If tenure-track went longer than 6 years, then must provide explanation.
- If some of the "time in rank" credit was at another institution, then must confirm faculty candidate did X years at X institution at the rank of X.
- If there is no department P&T committee vote, then must provide justification as to why.
- If there has been a major change in the effort allocation of the faculty candidate over the years, then the letter should note as much to better explain productivity in the various missions.

It is now REQUIRED that the Chair letter also go to the:

- Faculty Candidate
 - Chair of Department Promotions and Tenure Committee
- Thus, Chair letters should have notation of "cc" for both.