

PROMOTION PROCESS: SIGNED, SEALED AND DELIVERED & HOW TO WRITE A LETTER OF RECOMMENDATION

Christopher DuCoin, MD, MPH, FSAGES, FASMBS, FACS

Associate Professor of Surgery

Fellowship Director; Foregut & Bariatric Surgery

Acting Intern Director; Surgery & Surgical Subspecialties

Director; Bariatric & Metabolic Surgery

Chief, Gastrointestinal Surgery

Department of Surgery, University of South Florida

Financial Disclosures

Boston Scientific – Research & Development

Medtronic – Consultant

Intuitive – Educational Consultant

Promotion Process

- Defining the Rank
- 4 Areas of Promotion
- Application
- Letters for Promotion
- Time Line to Success
- Next Step (Tips and Tricks)

<https://health.usf.edu/facultyaffairs/compromotiontenure>



Approved by Faculty Council: May 8, 2019
Approved by Executive Council: June 11, 2019
Approved by Dean: June 11, 2019
Approved by President: June 23, 2019

APPOINTMENT, PROMOTION AND TENURE GUIDELINES

Academic Promotion Ranks

- Instructor
- Assistant Professor
- Associate Professor
- Professor

Instructor

- This appointment is for individuals who have **not met the requirements** for appointment as Assistant Professor.
- This appointment requires a minimum of a **Master's degree** in an appropriate area of specialization relevant to the planned assignment.
- The Instructor title is considered as a **non-rank faculty**, and therefore, advancement requires applying to an appropriate Assistant Professor position

Assistant Professor

- This appointment requires a **Doctorate degree** or other recognized terminal degree in the appointee's field of specialization
- Appointees should have a **minimum of two years of experience** following receipt of their Doctorate, should be Board-Admissible in their specialty and sub-specialty, if applicable, or demonstrate an equivalent level of specialized accomplishment

Associate Professor

- This appointment ordinarily requires a **minimum completion of five** years of continuing productive accomplishment as an Assistant Professor at the College, or the equivalent if transferring from another academic institution as determined by quality and quantity of work.
- Promotion from Assistant Professor to Associate Professor is in accordance with the guidelines relevant to appointment category as either tenure-earning or non-tenure earning
- For those on the tenure-earning pathway application for promotion to Associate Professor requires simultaneous application for the award of tenure in accordance with University policy.

Professor

- This appointment ordinarily requires a **minimum completion of five years** of continuous productive accomplishment as an Associate Professor at the College, or the equivalent if transferring from another academic institution as determined by the quality and quantity of work.
- Promotion from Associate Professor to Professor is in accordance with the guidelines relevant to appointment category as either tenure-earning or non-tenure earning.

The 4 area of promotion Focus

- Clinical Care
- Teaching
- Research
- Service / Administration / Leadership

Faculty Type	Path for Promotion	Research and Scholarly Activity	Clinical Care	Teaching	Service/Admin/Leadership
Principal	Tenure-earning/Tenured	Required	Must choose at least two (2) areas of focus		
Principal	Non-tenure earning	Choose primary area of focus, and at least one (1) secondary area			

Faculty on the Principal Non-Tenure pathway

- Excellence as demonstrated by objective data in one of the major mission areas of academic activity
- Must have involvement in at least two of the areas of focus: research, clinical care, teaching, or service/administration/leadership.

Overall excellence in both the primary and secondary areas of focus must also be demonstrated as described in these guidelines

Principal Non-Tenure Example

- Primary Area of Focus: Clinical (85% effort)
 - Reputation of Clinical Excellence and Documentation of Quality
 - Evidence of Regional Reputation (Associate); and
- Second Area of Focus: Service (15% effort)
 - Hospital section chief
 - Officer in state specialty society; or
- Alternative Second Area of Focus: Research/Scholarly (15%)
 - Industry funded research trial
 - 5 peer-reviewed publications as Assistant Professor

Faculty Principal Tenure-Earning pathway

- ***Must*** be involved in externally funded research
- Efforts in at least two of the other areas of focus:
 - Clinical care
 - Teaching
 - Service/administration/leadership

Excellence in research, as the primary area of focus, must be demonstrated.

Overall excellence in both the secondary and tertiary areas of focus must also be demonstrated as described in these guidelines

The 4 area of promotion Focus

- Clinical care
- Teaching
- Research
- Service/administration/leadership

Clinical Care

- This area of focus is for those faculty whose primary area of emphasis is **clinically-related expertise**
- **Demonstrated innovative approaches** to diagnosis, treatment, or prevention of disease, applications of technology to clinical care, establishment of recognized best practice guidelines.
- **Outstanding surgical skills** or exceptional diagnostic acumen.
- Scholarship may include *publications, practice guidelines, patient care protocols, and innovative clinical care devices*.
- **Education:** may include students, residents, fellows, peers, other health care professionals, and patients.
- Development of clinical reputation and documentation or clinical excellence or a referral practice

Promotion to Associate Professor

Non tenure-earning

Clinical Care criteria

- Reputation of clinical excellence
- Documentation of quality
- Evidence of a **regional** clinical reputation

Promotion to Professor

Non tenure-earning

Clinical Care criteria

- Reputation of clinical excellence
- Documentation of quality
- Evidence of a **national** clinical reputation

Category	Examples
Clinical Care	<ul style="list-style-type: none"> • Recognition as an outstanding clinician as evidenced by state-wide pattern of clinical referrals • Reputation of clinical excellence and documentation of quality
Clinical Leadership	<ul style="list-style-type: none"> • Holding leadership roles in an affiliated hospital or healthcare organization or recognized achievement on behalf of such an organization
Clinical Consultation	<ul style="list-style-type: none"> • Recognition of superior clinical accomplishments as evidenced by being sought out for consultation by colleagues
Clinical Recognition	<ul style="list-style-type: none"> • Membership or fellowship in elected professional organization that denotes high level of clinical competency • Recognition such as Best Doctors
Clinical Service	<ul style="list-style-type: none"> • Participation in multi-disciplinary conferences and tumor boards, or similar examples of clinical service

Teaching

- This area of focus is for those faculty who spend the majority of their time on educational activities
- Educational activities include **Didactic Teaching** of students, residents, clinical fellows, research fellows, and peers. Also includes **research training** and mentorship, clinical teaching and mentorship, and administrative teaching leadership roles such as **Course Director** or **Residency Program Director**.
- Evaluation of teaching will be on the quantity and quality of teaching activities, recognition of contributions, and scholarship in education.
- **Scholarship in education** includes original research, reviews, chapters, educational materials in print or other media, and/or educational methods, policy statements, assessment tool development, and other evidence of educational scholarship such as novel communications via podcasts, YouTube, etc

Promotion to Associate Professor

Area of Focus: Teaching

Teaching evaluations

- Positive teaching evaluations; or strong peer-reviewed teaching evaluations
- Course Development

Mentorship

- Successful mentorship of graduate students, residents, fellows or other trainees

Promotion to Professor

Area of Focus: Teaching

Teaching evaluations

- Positive lecture evaluations; or
- Multiple strong peer-reviewed teaching evaluations
- Course Development

Mentorship

- Sustained mentorship of graduate students, residents, fellows or other trainees
- T32 or K-award mentorship

Teaching: Additional Points and Examples

- Participation in courses and lectures to medical or graduate students, residents, fellows
- Participation in research and/or clinical training and mentoring
- Continuing professional education and public education
- Evaluations by students, residents, fellows and peers
- Quantified level of activity and evidence of increasing involvement and responsibility over time
- Innovation in classroom teaching methods or novel applications
- Production of tests or educational software
- ➔ Unsolicited invitations to teach at other institutions including Grand Rounds
- Ability to attract students to electives
- Increased attraction of highly competitive candidates, enhanced diversity of program
- Number and stature of individual trained
- ➔ Involvement in education in professional society
- ➔ Evaluations and success of course and/or programs
- ➔ Teaching Award

Category	Examples
Didactic Teaching	<ul style="list-style-type: none"> • Participation in courses and lectures to medical students, graduate students, residents, and fellows • Continuing professional education and public education • Learner and peer evaluations • Evidence of increasing involvement and responsibility over time • Innovation in classroom teaching methods or novel applications • Production of tests or educational software • Unsolicited invitations to teach at other institutions including Grand Rounds • Ability to attract students to electives
Research Training and Mentoring	<ul style="list-style-type: none"> • Number and stature of individual trained • Evaluations by students, residents, and fellows • Involvement in education in professional society
Clinical Teaching and Mentoring	<ul style="list-style-type: none"> • Quantified level of activity • Evaluations by students, residents, and fellows • Involvement in education in professional society
Administrative Teaching Leadership Role (e.g., Course Director or Seminar Director or Co-Director)	<ul style="list-style-type: none"> • Evaluations and success of course and/or programs • Innovations to existing programs introduced by candidate • Increased attraction to highly competitive candidates, enhanced diversity of program
Additional Teaching Accomplishments	<ul style="list-style-type: none"> • Teaching Award • Serving as an effective manager for students, residents, fellows, junior faculty or other learners

Research

- This area of focus is for those faculty who spend the majority of their time on research and scholarly activities
- Includes basic, translational, and clinical research, epidemiology, biostatistics, and other areas of health-related research
- Includes those individuals who bring a unique or critical experiences to a biomedical research team.

Research

- Scholarship is demonstrated by the following:
 - a. **First, corresponding, or senior** author publications of original research and/or
 - b. Research as an individual or small group.
 - c. Publications from large multi-disciplinary studies may be included, but the candidate needs to have made documented, significant intellectual contributions.
 - d. Impact factor and **H-index** will be considered.
- **.50 FTE** in research is required for tenure and tenure-earning pathways

Promotion to Associate Professor

Area of Focus: Research

Non tenure-earning

Peer-reviewed Publications

Numbers adjusted based on % effort in Research

- ≥ 15 since appointment to Assistant Professor
- ≥ 7 as first, corresponding, or senior author since appointment as Assist. Professor
- Publications in high quality journals may decrease the total number of publications required for advancement

Grants (Recommended)

- PI, multi-PI as defined by NIH criteria, on at least one peer-reviewed federal, foundation, or industry-funded grant that has been renewed; or current and prior funded grant.

Promotion to Professor

Area of Focus: Research

Non tenure-earning

Peer-Reviewed Publications

Numbers adjusted based on % effort in Research

- ≥ 15 peer-reviewed publications since appointment or promotion to Associate Professor
- ≥ 7 as first, corresponding, or senior author since appointment or promotion to Associate Professor
- Publications in high quality journals may decrease the total number of publications required for advancement

Grants (Recommended)

- PI, multi-PI as defined by NIH criteria, with sustained federal, foundation, or industry funding

Promotion to Associate Professor

Area of Focus: Research

Tenure track

Peer-reviewed Publications

- 15 or more since appointment to Assistant Professor
- 7 or more as first, corresponding, or senior author since appointment as Assistant Professor
- Publications in high quality journals may decrease the total number of publications required for advancement

Grants (Required)

- PI, multi-PI as defined by NIH criteria, on at least one peer-reviewed federal or foundation grant, equivalent to R01, that has been renewed; or at least two current grants, or current and prior grant funding since promotion to Assistant Professor
- Mentoring awards received during training years will not be considered as independent awards. Mentored K awards received during first faculty appointment may be considered independent if evidence is provided by applicant and Department Chair

Promotion to Professor

Area of Focus: Research

Tenure track

Peer-Reviewed Publications

- 15 or more peer-reviewed publications since appointment or promotion to associate professor
- 7 or more as first, corresponding, or senior author since appointment or promotion

Grants (Required)

- PI, multi-PI as defined by NIH criteria, with sustained federal, foundation, or industry funding

Research/Scholarly Activity

Additional Points and Examples

- Patent
 - Patent Issued = Peer review publication in a moderate (4-6) impact journal
 - Licensing revenue = Grant funding corresponding to level of amounts generated
- Demonstration of sustained activity as independent researcher
- Authorship of peer-reviewed publications with above average impact factors for their discipline
- Author/Editor of peer-reviewed books, chapters, video, and other non-print materials
- Author of other scholarly publications including consensus statements and practice guidelines
- Frequency of citations or H-index
- Publication of educational innovations, including curriculum development and new teaching material
- Publications of clinical observations, reviews, investigations, computer programs or contributions dealing with innovations
- Unsolicited invitations to present research findings at other institutions or at national/international professional or scientific meetings
- Membership on national/state research peer-review panels
- Scientific honors/awards
- Election to membership or fellowship in prestigious scholarly society

Category	Examples
Basic and Applied Research	<ul style="list-style-type: none"> • PI/Multi-PI of funded research grants or clinically funded research • Membership on national/state research peer-review panels • Unsolicited invitations to present research findings at other institutions, or at national/international professional or scientific meetings • Demonstration of initiative and sustained activity as an independent researcher • Patents <ul style="list-style-type: none"> • Patent application/disclosure = Abstract • Patent Issued = Peer review publication in a moderate (4-6) impact journal • Licensing revenue = Grant funding corresponding to the level of amounts generated
Published Works	<ul style="list-style-type: none"> • Authorship of peer-reviewed publications with above average impact factors for discipline • Author/editor of peer-reviewed books, chapters, video, and other non-print materials • Author of other scholarly publications including consensus statements and practice guidelines • Frequency of citations or H-index
Creation of Innovative Teaching Modalities	<ul style="list-style-type: none"> • Publication of educational innovations, including curriculum development and new teaching material
Creation of Clinical Materials and Procedures	<ul style="list-style-type: none"> • Publication of clinical observations, reviews, investigations, computer programs or contributions dealing with new clinical insights, improved methods or diagnosis and treatment and more effective delivery systems
Original Contributions to Health Science Knowledge	<ul style="list-style-type: none"> • Evidence of original contributions to the health science knowledge base
Other	<ul style="list-style-type: none"> • Scientific honors/awards • Election to membership or fellowship in prestigious scholarly society

Service/Administration/Leadership

- This area is for those faculty with the primary focus in service, administration, or leadership at the department, college, university, or professional level, regionally or nationally.
- Administration may include administrative efforts toward the management of large research grants or educational programs.
- Leadership may include hospital roles such as **Section Chief, Medical Staff Officer, Chief Quality Officer, etc**

Promotion to *Associate Professor Non-Tenure Pathway*: Primary or Secondary Focus

Service	Administration
<ul style="list-style-type: none">• University / Collegiate committees• Membership/participation in professional societies• Peer-reviewed study section member• Journal reviewer or on journal editorial boards	<ul style="list-style-type: none">• Education Administration- Course/Clerkship/Program Director• Role in directing a core• Role in directing center• Leadership in research administration
Regional or national reputation	

Promotion to *Professor Non-Tenure* Pathway: Primary or Secondary Focus

Service	Administration
<ul style="list-style-type: none">Continued service on University / Collegiate committees and <u>serving as chair</u> of some committeesMembership in professional societiesPeer-reviewed study section memberJournal reviewer or on journal editorial boards	<ul style="list-style-type: none">Education Administration- Clerkship/Program DirectorAdministration or leadership in professional organizationsRole in directing a coreRole in directing centerLeadership in research administration
National or international reputation	

Promotion to *Associate Professor Tenure*: Secondary or Tertiary Focus

Service	Administration
<ul style="list-style-type: none">• University / Collegiate committees• Membership/participation in professional societies• Peer-reviewed study section member• Journal reviewer or on journal editorial boards	<ul style="list-style-type: none">• Role in directing a core• Role in directing center• Leadership in research administration
Regional or national reputation	

Promotion to *Professor in Tenure-Track* Pathway: Secondary or Tertiary Focus

Service	Administration
<ul style="list-style-type: none">Continued service on University / Collegiate committees and <u>serving as chair</u> of some committeesMembership in professional societiesPeer-reviewed study section memberJournal reviewer or on journal editorial boards	<ul style="list-style-type: none"><u>Administration or leadership</u> in professional organizationsRole in directing a coreRole in directing centerLeadership in research administration
National or international reputation	

Category	Examples
Service	<ul style="list-style-type: none"> • Service to department, college, and university • Service to local, state, national, professional, or academic communities • Leadership in community service • Holding leadership roles in an affiliated hospital or healthcare organization on behalf of such an organization
Administration	<ul style="list-style-type: none"> • Recognized achievement in administration, including Director of residency, fellowship, or graduate programs • Recognized achievement in administration to department, college, university, or professional society
Leadership	<ul style="list-style-type: none"> • Recognized achievement in leadership to department, college, university, or professional society • Holding leadership office in professional or learned societies at state, regional, national, or international level • Chair of department, college or university committee • Chair of national committee, advisory board, or study section
Other	<ul style="list-style-type: none"> • Serve as an examiner for recognized specialty board or the equivalent • Serve on civic organizations concerned with health care issues at local, state, national, or international level • Serve as faculty advisor • Editor or editorial board member of scientific journal • Manuscript reviewer or scientific/specialty journal • Officer in national, or international scientific society • Service on national research committees and task forces

Must Know

- Faculty member's percentage of effort will be utilized to support the faculty member's selection of primary, secondary, and tertiary areas of focus.
- It is expected that for promotion
 - Associate Professor, a regional reputation is required
 - Professor, a national reputation is required in the primary area of focus.

APPLICATION

Part A - to be completed by the applicant

1. Promotion and Tenure Self-Assessment Form
2. MCOM Curriculum Vitae
3. Publications – up to 3 to be sent to reviewers; up to 5 for your application

Promotion and Tenure Application **Tenure Track Faculty**

Part B - to be completed by Department

1. Teaching Evaluation Summary
2. Mid-Tenure Review Evaluations
3. Evaluations by Department, College, and Dean
4. Tenure Recommendation
5. Promotion Recommendation
6. Amendments

Part C - to be completed by OFAA

1. Teaching Evaluation Data
2. External Letters of Review

<https://health.usf.edu/facultyaffairs/compromotiontenure>

Part A

Promotion Self-Assessment Form Principal Non Tenure-Earning

Name: _____ Degree: _____ USF FTE: _____
Department: _____ Division: _____
Current Faculty Rank: _____ Date of current rank: _____
Applying For: ☐ Promotion to Associate Professor ☐ Promotion to Professor

Principal Non-tenure Earning Areas of Focus

Primary Area of Focus _____

Secondary area of focus _____

Do you have a joint appointment? _____ If so, joint appointment department: _____

Assigned Duties - Five-year average

Clinical: _____ % Teaching: _____ % Research: _____ % Service: _____ % Admin: _____ %

Briefly summarize major activities and accomplishments since your appointment or previous promotion in your **primary** and **secondary** of focus. **The narrative for each area of focus is limited to 1,000 words.**

Clinical Care (role, awards, metrics, referral base, organizations/patients served, etc.)

Part A

Promotion and Tenure Self-Assessment Form Principal **Tenure-Earning / Tenured**

Name: _____ Degree: _____ USF FTE: _____
Department: _____ Division: _____
Current Faculty Rank: _____ Date of current rank: _____
Applying For: ☐ Promotion to Associate Professor with tenure ☐ Promotion to Professor
☐ Tenure only ☐ Promotion to Professor with tenure

If applying for tenure, years tenure-earning at USF: _____ Years tenure credit transferred to USF: _____

Principal Tenure Earning Areas of Focus

Primary Area of Focus **Research**

Secondary area of focus _____

Tertiary area of focus _____

Do you have a joint appointment? _____ If so, joint appointment department: _____

Assigned Duties - Five-year average

Clinical _____ % Teaching: _____ % Research: _____ % Service: _____ % Admin: _____ %

Briefly summarize major activities and accomplishments since your appointment or previous promotion in your **primary**, **secondary** and **tertiary** areas of focus.

The narrative for each area of focus is limited to 1,000 words.

Research/Scholarship (major advancements, peer recognitions, impact on field, citations, H-index, etc.)

Grants, Contracts, and Awards (Include your role in project; e.g., PI)

Funding Source	Grant No./ itr (s)	Start Year	# of Years	Annual \$	Role	% Time	# Co-PI(s)	% Time

Publications (List total number, as well as number in which you were senior/first/corresponding author)

	Since appointment or promotion		Entire Career	
	Total	Senior/First/Corresponding	Total	Senior/First/Corresponding
Books				
Chapters				
Refereed Articles				
Non-refereed Articles				
Other Articles				
Abstracts				

Teaching (awards, student evaluations, trainee accomplishments, courses taught, role in courses, etc.)
Service/Administration/Leadership (Including committee, organization and professional service, role)
Clinical Care (role, awards, metrics, referral base, organizations/patients served, etc.)

MCOM Curriculum Vitae

MCOM Curriculum Vitae

If you are not familiar with **tables** in MS Word, here are two useful tutorials:

<https://www.youtube.com/watch?v=XNBrCEgzddw>

<https://www.youtube.com/watch?v=3VI7GIDaBvY&t=32s>

If you are not familiar with **headers/footers**, here is a tutorial:

<https://www.youtube.com/watch?v=BU6tOwzWtY8>

Jane A. Doe, M.D.

University of South Florida, ~~Morsani~~ College of Medicine, Tampa, Florida

Address

12901 Bruce B. Downs Boulevard, MDC2, Tampa, FL 33602

Office: ###.###.####

Cellular: ###.###.####

Email: ldoe14@health.usf.edu

Citizenship

if non-USA / VISA type

Education

Other Advanced Degrees Institution, degree received, year,
honors

Dates

Attended

Medical School Institution, year degree awarded, honors

Dates

Attended

Undergraduate Institution, major field, degree and year
received, honors

Postgraduate Training

Fellowship Institution, address, level and specialty

Dates

Residency Institution, address, level and specialty

Dates

Board Certification and License (active and inactive)

Dates

Awards, Honors, Honorary Society Memberships

List

Dates

received

Military Services

Rank (delete if N/A)

Dates of

Service

Appointments (academic, administrative, hospital, other)

Position, institution

Dates

current to
past

Teaching, Lecture

Dates

Publications

Part A - to be completed by the applicant

1. Promotion and Tenure Self-Assessment Form
2. MCOM Curriculum Vitae
3. Publications – up to 3 to be sent to reviewers; up to 5 for your application

Part B

Teaching Evaluation Data and Summary Form

Summary Data will be obtained from the Department of Medical Education for Undergraduate Medical Education (Medical Students), from the Office of Graduate Affairs for Master's and Ph.D. Programs, and from the Office of Graduate Medical Education for Resident Physicians in the ACGME-accredited residency programs of the ~~Morsani~~ College of Medicine. Supplementary participation at CAMLS and in Continuing Professional Development, as well as other Colleges in the USF System, should also be included together with summative evaluations in each venue, if applicable.

A summary narrative by the Department Chair or members of the Department APT Committee must be provided. This summary should contain, but need not be limited to, comments regarding:

- Professional development in the area of teaching
- Information on levels and types of courses routinely taught: graduate vs. undergraduate large vs. small sections, on-line courses, etc.
- Evaluation scores: ranges, comparison to departmental norms, trends, differences among courses taught, etc.
- Peer evaluation, if applicable
- The essence of comments from student evaluations. If the candidate, department, or the college wants to attach the comments in their entirety, they can do so in the supplemental materials. However, some commentary that distills these comments is still required as part of the narrative.

PART B : NON-Tenure Track

16 pg Document Pages 9-15 *Approval*

Evaluations by Department, College and Dean

Faculty to be considered for promotion and/or tenure should demonstrate **Excellence** in TEACHING (or comparable activity appropriate for the unit), and RESEARCH/CREATIVE/SCHOLARY WORK, with substantive contributions in SERVICE.

The USF and MCOM promotion and tenure guidelines recognize alternative promotional pathways for faculty who are non-tenure earning.

Please indicate in the chart below whether or not the candidate meets the expectations of Excellence with a Yes or No.

	Name	Signature	Yes or No	Date
Lehigh Valley APT Committee Chair				
Dept APT Committee Chair				
Department Chair				
College APT Committee Chair				
Dean or Designee				

Each reviewing body must complete an evaluative narrative. Narratives must be attached.

Narratives from each reviewing body should include a careful analysis of the candidate's areas of focus, and should provide evidence of how the candidate meets, or does not meet the criteria and expectations for excellence.

PART B : Tenure Track

22 pg Document Pages 9-21 *Approval*

Evaluations by Department, College and Dean

Faculty to be considered for promotion and/or tenure should demonstrate **Excellence** in TEACHING (or comparable activity appropriate for the unit), and RESEARCH/CREATIVE/SCHOLARY WORK, with substantive contributions in SERVICE.

The USF and MCOM promotion and tenure guidelines recognize alternative promotional pathways for faculty who are non-tenure earning.

Please indicate in the chart below whether or not the candidate meets the expectations of Excellence with a Yes or No.

	Name	Signature	Yes or No	Date
Lehigh Valley APT Committee Chair				
Dept APT Committee Chair				
Department Chair				
College APT Committee Chair				
Dean or Designee				

Each reviewing body must complete an evaluative narrative. Narratives must be attached.

Narratives from each reviewing body should include a careful analysis of the candidate's areas of focus, and should provide evidence of how the candidate meets, or does not meet the criteria and expectations for excellence.

GETTING YOUR LETTERS FOR PROMOTION

Who can write a letter for you?

- **PRINCIPAL FACULTY – ASSOCIATE PROFESSOR**

- **Non-tenure earning**

- **Minimum of five (5) letters**
 - Three (3) letters minimum from external sources
 - Two (2) additional internal letters from colleagues at MCOM
- Reviewers should be at the academic rank which is equal to or greater than the one proposed for the candidate, or the equivalent to a senior researcher from a government or private agency
- Reviewers **can be** from the following:
 - Chief Medical Officer of a hospital
 - CEO of a hospital or practice
 - Leaders in local, regional, or national organizations
 - If assessing clinical excellence CEO must be clinician
 - If assessing administrative excellence CEO does not have to be a clinician
- Letters **must not** be from the following:
 - Someone with whom the candidate has had a training relationship
 - Someone with whom the candidate has been a research collaborator with on the same research team
 - Someone with whom the candidate has worked with at the same institution within the past five years

Who can write a letter for you?

- **PRINCIPAL FACULTY – ASSOCIATE PROFESSOR**

- Tenure-earning**

- Minimum of five (5) letters from external sources is required. It is suggested to submit the names of eight (8) persons to solicit letters from. Department Chairs should communicate with the potential reviewers. Faculty cannot communicate with potential reviewers.
 - Reviewers should be at the academic rank which is equal to or greater than the one proposed for the candidate, or the equivalent to a senior researcher from a government or private agency
 - Letters **must not** be from the following:
 - Someone with whom the candidate has had a training relationship
 - Someone with whom the candidate has been a research collaborator with on the same research team
 - Someone with whom the candidate has worked with at the same institution within the past five years








Who can write a letter for you?

- **PRINCIPAL FACULTY – PROFESSOR**
Tenure-earning and non-tenure earning
- **Minimum of five (5) letters from external sources.** It is suggested to submit the names of eight persons to solicit letters from. Department Chairs should communicate with the potential reviewers. Faculty cannot communicate with potential reviewers.
- Reviewers should be at the academic rank which is equal to or greater than the one proposed for the candidate, or the equivalent to a senior researcher from a government or private agency
- Reviewers **can be** from the following:
 - Chief Medical Officer of a hospital
 - CEO of a hospital or practice
 - Leaders in local, regional, or national organizations
 - If assessing clinical excellence CEO must be clinician
 - If assessing administrative excellence CEO does not have to be a clinician
- Letters **must not** be from the following:
 - Someone with whom the candidate has had a training relationship
 - Someone with whom the candidate has been a research collaborator with on the same research team
 - Someone with whom the candidate has worked with at the same institution within the past five years

TIME LINE

TIME LINE

Promotion and Tenure Faculty Checklist

- | | | |
|---|-------------|--|
|  | April – May | Attend MCOM Promotion & Tenure Workshop |
|  | May | Review MCOM Promotion & Tenure Guidelines |
|  | May - June | Meet with Division Director and/or Department Chair <ul style="list-style-type: none">➤ Confirm Chair support➤ Select Areas of Focus➤ Select External and Internal Reviewers➤ Complete the Recommendation for Reviewers Form |
|  | May – July | Work to Complete Part A of Application <ul style="list-style-type: none">➤ Work on Self-Assessment Summary Form➤ Work on MCOM formatted CV |
|  | June | Meet with Department P&T Administrator <ul style="list-style-type: none">➤ Discuss Part B of the Application➤ Request to review application materials before submission➤ Stay in close communication if information is requested |
|  | July | Part A Due to Department
Submit Recommendation for Reviewers Form to Department
Submit Self-Assessment Narrative to Department
Submit CV to Department
Submit up to 3 publications to be sent to reviewers (optional) |
|  | August | Follow up with Department Administrator on application status |

TIME LINE

AGENDA

I. Welcome

II. Timetable

- Change of due date – July 13, 2020
- Department List of Applicants going up for promotion
- Faculty folders will be created for each applicant by OFAA/Patty Barrett

III. P&T Process – no change

- Part A of Application – to be uploaded by Department
- Part B of Application – to be uploaded by Department
 - Part B is a separate document and can be found on the OFAA P&T General channel in Files/Applications and CV Template folder
- Part C of Application – to be uploaded by OFAA/Patty Barrett

IV. Part A of Application

- Self-Narrative and CV – to be uploaded to Teams by July 20, 2020
- Self-Narrative and CV to be emailed to letter writers
- Faculty can submit an updated/revised Self-Narrative if necessary

V. Part B of Application

- To be completed by Department – to be uploaded to Teams by October 26
 - Part B is a separate document and can be found on the OFAA P&T Group General channel in Files/Applications and CV Template folder

VI. Letter Requirements

- Review the Recommendation for Reviewers Form
- Check for Chair and Faculty member signatures
- Recommendation for Reviewers form to be uploaded to faculty folder in your Department Channel by July 20, 2020

TIME LINE

COLLEGE
Promotion and Tenure
List of Applicants
2020-2021

DEADLINE: July 13, 2020

COLLEGE:

DEPARTMENT:

- I. List all departmental candidates for promotion and/or tenure during 2020-2021.
Use additional sheets as necessary.

Faculty Member:	Email Address:	Applying For (Promotion, Tenure) Include proposed rank
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

- II. List departmental staff who will need Teams access for uploading of application documents and retrieval of reviewer letters. The list must include at least one individual from the Chair's office, who will upload recommendations on behalf of the Chair and departmental committee.

Staff Member:	USF Health Email Address*:	Phone:
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

Submit form to:

Patty Barrett, Office of Faculty and Academic Affairs

Email: pbarret1@usf.edu

Important Dates and Deadlines

July 20

Recommendation for Reviewers Form Due to OFAA

Self-Assessment Form & CV Due to OFAA

Publications (up to 3) to be sent to reviewers due to OFAA

July - September

Work with Department P&T Administrator(s) on Part B of application

The completion of your application is your responsibility

Sept. 28 – Oct. 23

Department Review by APT Committee and Chair

December 2 & 3

College APT Committee Review

December 4

Notification of College Committee Recommendations

February 2021

Candidate Review of Evaluations and Recommendation

March – April, 2021

Sr. Vice President USF Health Recommendation Letters

June 2021

USF Board of Trustees Meeting

August 7, 2021

Approved Promotion and Tenure Effective

STEPS TO PREPARE YOU FOR P&T

- Who is your Mentor?
- Have you met with your Department Chair?
- Have you met with your Division Chief/Director?
- Is your CV up to date?
- Who will write your letters?

TIPS and Tricks

- Keep your CV on your desktop/laptop
 - Update after you speak or publish (Travel for work = UPDATE CV)
- Set an Annual meeting with your Chair and/or Division Chief
- Be mindful/purposeful of Areas of Focus (Research, Clinical, etc.)
- Join National Societies and Get Involved!
 - ARMS Length Letter Writers
 - Collaborate in and out of your institution
- PUBLISH
- Treat Residents and Students with respect – they will fill out your surveys

Where to Go for Information

- **MCOM Promotion & Tenure Page**

- <http://health.usf.edu/facultyaffairs/COMPromotionTenure>

- **MCOM APT Guidelines**

- <http://health.usf.edu/facultyaffairs/COMPromotionTenure>

- **Your Department Chair /Mentors**

- **Your Department Administrators**

Patty Barrett

Faculty Services Administrator, OFAA
pbarret1@usf.edu 813-974-1334

Valerie M. Parisi, MD, MPH, MBA

Sr. Assoc. VP, USF Health & Vice Dean MCOM, OFAA
vmparisi@usf.edu 813-974-4950

Burt Anderson, PhD

Associate Dean, Faculty & Academic Affairs
banderso@usf.edu 813-974-6289

Catherine M. Lynch, MD

Assoc. VP, USF Health & Assoc. Dean, MCOM,
Faculty Dev & Women's Health
lynch6@usf.edu 813-974-1582

Javier Cuevas, PhD

Assistant Dean, Faculty & Academic Affairs
jcuevas@usf.edu 813-974-1545

Thank You – Questions

- A special thank you to
 - Patricia Barrett – Faculty Services Administrator
 - Sandra “Sandy” Long – Department of Surgery

Writing a Letter of Recommendation

- Why do it?
- Who to write them for?
- When to write them?
- What/how to write them?
- Where to write them?
- Someone did for you! Your personal business card
- Strong Students Preferred
- Set time aside & write in bulk & Do the early
- Example to follow
- In private place and don't share

Christopher DuCoin, MD, MPH, FACS
Associate Medical Student Clerkship Director
Fellowship Director, MIS & Bariatric Surgery
Chief, Division of Minimally Invasive & Bariatric Surgery
~~Morsani~~ College of Medicine, University of South Florida

To whom it may concern:

It is with great pleasure that I write this letter in the **highest support** (support, high support, highest support) of Jennifer Griffith in her pursuit to become a urology resident at your institution. I had the pleasure of getting to know Jennifer over the past year while during her General Surgery rotation and even more so while she functioned at an Acting Intern on Surgery service during her 4th year of medical school. It is easy to see that she is far advanced compared to her peers. As I have recently moved from Tulane Medical School (where I served as Clerkship Director for 5 years) and while I now serve as Director of Acting Interns at USF, essentially assisting all students who desire a surgical or surgical sub specialty residency. I feel confident in stating that I have worked with, taught, and evaluated hundreds of students, and I would put Jennifer at the top 5% of students I have ever worked with.

In regards to her clinical work she is always present, always on time, stays late, seems to live in the operating room, while at the same time knowing her patients cold. While on the service she was eager to close skin and had excellent appreciation of tissue handling (she sutured bowel). Her clinical skill set is that of a mature intern. Just as impressive are her interpersonal skills. She knew when to step-up and act as a leader, and when to be a team member. She is easy to talk to, and to be frank she is just a normal person who is a hard worker. As for research, she is published and has multiple abstracts submitted both in Urology and in other subject fields. One thing that is becoming exceedingly rare is that she had a job while in school. For all these reasons I would describe Jennifer as an individual with both grit and self-worth. She will succeed in any residency program that matches her, and you will get someone who will have a successful future career.

On my personal list, and taking into account all of the above qualities, I would place Jennifer within my **top 3** students I have worked with this year.

Thus, it is with **Extreme** (high, highest, extreme) recommendation without hesitation that I endorse Jennifer Griffith on her quest to become a urologist. If there are any questions please feel free to call me on my cell phone (985) 294-7286. I wish Jen nothing but the best, and know she will make a strong addition to any Urologic Residency Program. I am sure USF desires to keep her at our institution, but if you are lucky enough Match her, you are getting a sure thing.

Sincerely,



Christopher DuCoin, MD, MPH, FACS

We Are Done!

Christopher DuCoin MD

Cell (985) 294-7286

Email: Cducoin@usf.edu