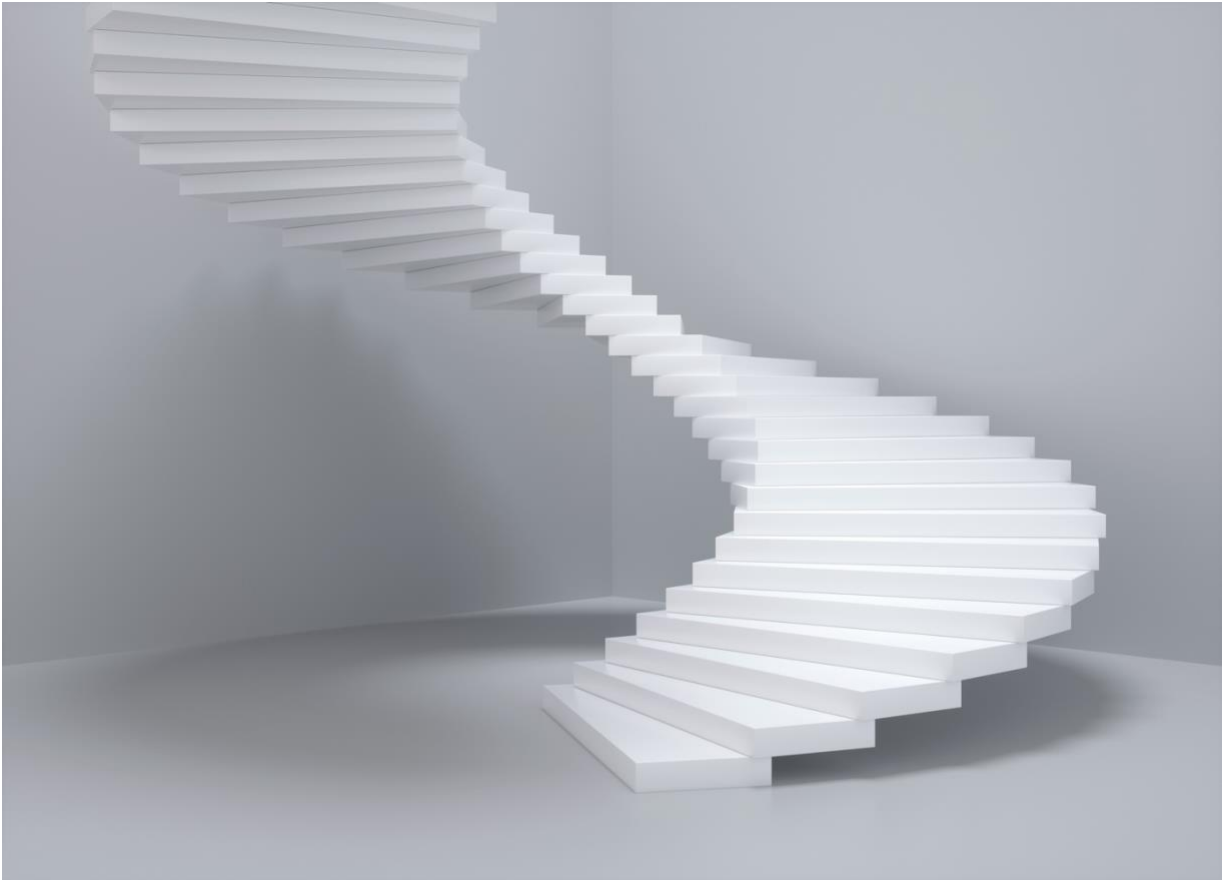


# Table Checklist of P&H Packet Materials for Appointments and Promotions



Additional information and assistance with Tulane SOM's career advancement process or Tulane School of Medicine's Personnel and Honors Committee can be found online at <https://medicine.tulane.edu/about-us/faculty-affairs> or by calling 504-988-5328.

# Checklist of P&H Packet Materials for Appointments and Promotions

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## Table of Contents

|  |    |
|--|----|
| Clinical Track.....                              | 2  |
| P&H Interfolio Packet Checklist.....             | 2  |
| Research Track .....                             | 3  |
| P&H Interfolio Packet Checklist.....             | 3  |
| Education Track.....                             | 4  |
| P&H Interfolio Packet Checklist.....             | 4  |
| Instructional Track.....                         | 5  |
| Tenure Track .....                               | 6  |
| Appointments/Promotions With Tenure .....        | 7  |
| Part-Time Salaried (Clinical or Adjunct).....    | 8  |
| Part-Time Non-Salaried (Adjunct) .....           | 9  |
| Emeritus/Emerita Professor .....                 | 10 |
| Change of FTE Status.....                        | 11 |
| Secondary Appointments.....                      | 11 |
| Retirements, Resignations, and Terminations..... | 11 |
| Change of Track.....                             | 12 |
| Key Terms, Tips, and FAQs .....                  | 13 |

# Clinical Track

## P&H Interfolio Packet Checklist

| Instructor | Assistant Professor | Associate Professor | Professor | Required Appointment or Promotion materials:   |
|------------|---------------------|---------------------|-----------|--|
|            |                     |                     |           | <b>CANDIDATE DOCUMENTS</b>   |
| √          | √                   | √                   | √         | <b>Current CV</b> with current email address.  |
| √          | √                   | √                   | √         | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training.<br><i>(Only necessary for Appointments)</i>  |
|            |                     | √                   | √         | Copies of <b>2 published manuscripts</b> that best reflects faculty work.  |
|            |                     | √                   | √         | <b>Executive Summary:</b> Summarize how accomplishments since last promotion fulfil SOM's missions and provide 1 paragraph summary of your future career path.               |
|            | √                   | √                   | √         | <b>Faculty teaching evaluations/summaries.</b> <u>Required for Promotion Candidates</u> <i>(Optional for Appointments)</i> . Most recent evals.                              |
|            |                     |                     |           | <b>DEPARTMENT DOCUMENTS</b>  |
| √          | √                   | √                   | √         | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. |
| √          | √                   | √                   | √         | <b>Interfolio #</b> showing search/posting of the position, (or waiver by OIE). <i>(Only necessary for initial Appointments)</i> .   |
| √          | √                   | √                   | √         | Copy of the <b>offer letter</b> signed by the candidate.   |
|            | √                   | √                   | √         | <b>Letter from the Department P &amp; H Committee</b> or equivalent recommending the appointment/promotion.  |
|            | *                   | √                   | √         | Department Chair's <b>letter to external referees</b> .  |
|            | 3*                  | 4                   | 5         | <b>External letters of Evaluation</b> from faculty of the same rank (or higher) from an academic institution. (See p 14)   |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

# Research Track

## P&H Interfolio Packet Checklist

| Instructor | Assistant Professor | Associate Professor | Professor | Required Appointment or Promotion materials:   |
|------------|---------------------|---------------------|-----------|--|
|            |                     |                     |           | <b>CANDIDATE DOCUMENTS</b>   |
| √          | √                   | √                   | √         | <b>Current CV</b> with current email address.  |
| √          | √                   | √                   | √         | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. ( <i>Only necessary for Appointments</i> )   |
|            |                     | √                   | √         | Copies of <b>2 published manuscripts</b> that best reflects faculty work.  |
|            |                     | √                   | √         | <b>Executive Summary:</b> Summarize how accomplishments since last promotion fulfil SOM's missions and provide 1 paragraph summary of your future career path.               |
|            | √                   | √                   | √         | <b>Faculty teaching evaluations/summaries.</b> <u>Required for Promotion Candidates</u> ( <i>Optional for Appointments</i> ). Most recent evals.                             |
|            |                     |                     |           | <b>DEPARTMENT DOCUMENTS</b>  |
| √          | √                   | √                   | √         | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. |
| √          | √                   | √                   | √         | <b>Interfolio #</b> showing search/posting of the position, (or waiver by OIE). ( <i>Only necessary for initial Appointments</i> ).  |
| √          | √                   | √                   | √         | Copy of the <b>offer letter</b> signed by the candidate.   |
|            | √                   | √                   | √         | <b>Letter from the Department P &amp; H Committee</b> or equivalent recommending the appointment/promotion.  |
|            | *                   | √                   | √         | Department Chair's <b>letter to external referees</b> .  |
|            | 3*                  | 4                   | 5         | <b>External letters of Evaluation</b> from faculty of the same rank (or higher) from an academic institution. (See p. 14)  |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

# Education Track

## P&H Interfolio Packet Checklist

| Instructor | Assistant Professor | Associate Professor | Professor | Required Appointment or Promotion materials:   |
|------------|---------------------|---------------------|-----------|--|
|            |                     |                     |           | <b>CANDIDATE DOCUMENTS</b>   |
| √          | √                   | √                   | √         | <b>Current CV</b> with current email address.  |
| √          | √                   | √                   | √         | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. ( <i>Only necessary for Appointments</i> ).  |
|            |                     | √                   | √         | Copies of <b>2 published manuscripts</b> that best reflects faculty work.  |
|            |                     | √                   | √         | <b>Executive Summary:</b> Summarize how accomplishments since last promotion fulfil SOM's missions and provide 1 paragraph summary of your future career path.               |
|            | √                   | √                   | √         | <b>Faculty teaching evaluations/summaries.</b> ( <i>Optional for Appointments</i> ). Most recent evals.  |
|            |                     |                     |           | <b>DEPARTMENT DOCUMENTS</b>  |
| √          | √                   | √                   | √         | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. |
| √          | √                   | √                   | √         | <b>Interfolio #</b> showing search/posting of the position, (or waiver by OIE). ( <i>Only necessary for initial Appointments</i> ).  |
| √          | √                   | √                   | √         | Copy of the <b>offer letter</b> signed by the candidate.   |
|            | √                   | √                   | √         | <b>Letter from the Department P &amp; H Committee</b> or equivalent recommending the appointment/promotion.  |
|            | *                   | √                   | √         | Department Chair's <b>letter to external referees</b> .  |
|            | 3*                  | 4                   | 5         | <b>External letters of Evaluation</b> from faculty of the same rank (or higher) from an academic institution. (See p. 14)  |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

# Instructional Track

## P&H Interfolio Packet Checklist

| Lecturer | Senior Lecturer | Instructor | Senior Instructor | Professor of the Practice | Senior Professor of the Practice | Required Appointment or Promotion materials:  |
|----------|-----------------|------------|-------------------|---------------------------|----------------------------------|---|
|          |                 |            |                   |                           |                                  | <b>CANDIDATE DOCUMENTS</b>  |
| √        | √               | √          | √                 | √                         | √                                | <b>Current CV</b> with current email address.   |
| √        | √               | √          | √                 | √                         | √                                | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. ( <i>Only necessary for Appointments</i> )  |
|          |                 |            |                   | √                         | √                                | <b>Executive Summary</b> of the candidate's past, current, and future career path and evidence of their excellence/expertise. For basic scientists, focus on teaching, such as a teaching statement, sample assignments, notes from students, etc. For clinicians, highlight clinical achievements. |
|          | √               |            | √                 |                           | √                                | <b>Faculty teaching evaluations/summaries.</b> <u>Required for Promotion Candidates</u> ( <i>Optional for Appointments</i> ). Most recent evals.  |
|          |                 |            |                   |                           |                                  | <b>DEPARTMENT DOCUMENTS</b>   |
| √        | √               | √          | √                 | √                         | √                                | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion.  |
| √        | √               | √          | √                 | √                         | √                                | <b>Interfolio #</b> showing search/posting of the position, (or waiver by OIE). ( <i>Only necessary for initial Appointments</i> ).   |
| √        | √               | √          | √                 | √                         |                                  | Copy of the <b>offer letter</b> signed by the candidate.  |
|          | √               |            | √                 | √                         | √                                | Letter from the <b>Department P &amp; H Committee</b> or equivalent recommending the appointment/promotion.   |
|          |                 |            |                   | √                         | √                                | Department Chair's <b>letter to external referees</b> .   |
|          |                 |            |                   | 3R                        | 4R                               | <b>External letters of Recommendation (R)</b> from non-local faculty at the same rank (or higher). (See p 14)   |

# Tenure Track

## P&H Interfolio Packet Checklist

| Assistant Professor         | Associate Professor | Third Year Reviews | Required Appointment materials:   |
|-----------------------------|---------------------|--------------------|---|
| <b>CANDIDATE DOCUMENTS</b>  |                     |                    |   |
| √                           | √                   | √                  | <b>Current CV</b> with current email address.   |
| √                           | √                   |                    | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. ( <i>Only necessary for Appointments</i> ).   |
| √                           | √                   |                    | <b>Executive Summary</b> of the candidate's past, current, and future career path.  |
|                             | √                   |                    | Copies of <b>2 published manuscripts</b> that best reflects faculty work.   |
|                             |                     | √                  | <b>Career/Professional Statement</b> from the faculty member highlighting their accomplishments and goals.  |
| √                           | √                   | √                  | <b>Faculty teaching evaluations:</b> <i>Required for Promotion Candidates (Optional for Appointments)</i> .   |
| <b>DEPARTMENT DOCUMENTS</b> |                     |                    |   |
| √                           | √                   |                    | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion . |
| √                           | √                   |                    | <b>Interfolio #</b> showing search/posting of the position, (or waiver by OIE). ( <i>Only necessary for initial Appointments</i> ).   |
| √                           | √                   |                    | Copy of the <b>offer letter</b> signed by the candidate.  |
| √                           | √                   |                    | Letter from the <b>Department P &amp; H Committee</b> or equivalent recommending the appointment/promotion .  |
| √                           | √                   |                    | Department Chair's <b>letter to external referees</b> .   |
| 3                           | 4                   |                    | <b>Letters of Evaluation</b> from faculty of the same rank (or higher) from an academic institution. (See p. 14)  |
|                             |                     | √                  | Letter from <b>Department Chair</b> indicating whether or not re-appointment on the tenure track is recommended.  |
|                             |                     | √                  | <b>Chair's summary</b> of the findings signed by both the Chair and the faculty member.   |
|                             |                     | √                  | <b>Department P&amp;H</b> or equivalent review of the faculty member.   |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

# Appointments/Promotions With Tenure

## P&H Interfolio Packet Checklist

| Associate Professor | Professor | Required Appointment or Promotion materials:   |
|---------------------|-----------|--|
|                     |           | <b>CANDIDATE DOCUMENTS</b>   |
| √                   | √         | <b>Current CV</b> with current email address.  |
| √                   | √         | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. ( <i>Only necessary for Appointments</i> ).  |
| √                   | √         | Copies of <b>2 published manuscripts</b> that best reflects faculty work.  |
| √                   | √         | <b>Executive Summary</b> of the candidate's past, current, and future career path.   |
| √                   | √         | <b>Faculty teaching evaluations:</b> <i>Required for Promotion Candidates (Optional for Appointments)</i> .  |
|                     |           | <b>DEPARTMENT DOCUMENTS</b>  |
| √                   | √         | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. |
| √                   | √         | <b>Interfolio #</b> showing search/posting of the position, (or waiver by OIE). ( <i>Only necessary for initial Appointments</i> ).  |
| √                   | √         | Copy of the <b>offer letter</b> signed by the candidate.   |
| √                   | √         | Letter from the <b>Department P &amp; H Committee</b> or equivalent recommending the appointment/promotion.  |
| √                   | √         | Department Chair's <b>letter to external referees</b> .  |
| 4                   | 5         | <b>Letters of Evaluation</b> from faculty of the same rank (or higher) from an academic institution. (See p. 14)   |



# Part-Time Salaried (Prefix = Clinical or Adjunct)

## P&H Interfolio Packet Checklist

| (Prefix) Instructor | (Prefix) Professor of Practice | (Prefix) Senior Professor of the | (Prefix) Assistant Professor | (Prefix) Associate Professor | (Prefix) Professor | Required Appointment or Promotion materials:   |
|---------------------|--------------------------------|----------------------------------|------------------------------|------------------------------|--------------------|--|
|                     |                                |                                  |                              |                              |                    | <b>CANDIDATE DOCUMENTS</b>   |
| √                   | √                              | √                                | √                            | √                            | √                  | <b>Current CV</b> with current email address.  |
| √                   | √                              | √                                | √                            | √                            | √                  | <b>Official transcript</b> of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training.<br><i>(Only necessary for Appointments)</i>  |
|                     |                                |                                  |                              | √                            | √                  | Copies of <b>2 published manuscripts</b> that best reflects faculty work.  |
|                     | √                              | √                                |                              | √                            | √                  | <b>Executive Summary</b> of the candidate's past, current, and future career path.   |
|                     |                                |                                  |                              |                              |                    | <b>DEPARTMENT DOCUMENTS</b>  |
| √                   | √                              | √                                | √                            | √                            | √                  | <b>Letter from the Department Chair</b> supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. |
| √                   | √                              |                                  | √                            | √                            | √                  | Copy of the <b>offer letter</b> signed by the candidate.   |
|                     | √                              | √                                | √                            | √                            | √                  | Letter from the Department <b>P &amp; H Committee</b> or equivalent recommending the appointment/promotion.  |
|                     | √                              | √                                | √                            | √                            | √                  | Department Chair's <b>letter to external referees</b> .  |
|                     | 3R                             | 4R                               | 3R*                          | 4E                           | 5E                 | <b>External letters of Evaluation (E) or Recommendation (R)</b> from faculty of the same rank (or higher). (See p 14)  |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

# Part-Time Non-Salaried (Adjunct)

## P&H Interfolio Packet Checklist

| Adjunct Instructor | Adjunct Professor of the Practice | Adjunct Senior Professor of the | Adjunct Assistant Professor | Adjunct Associate Professor | Adjunct Professor | Required Appointment or Promotion materials:  |
|--------------------|-----------------------------------|---------------------------------|-----------------------------|-----------------------------|-------------------|---|
|                    |                                   |                                 |                             |                             |                   | <b>CANDIDATE DOCUMENTS</b>  |
| √                  | √                                 | √                               | √                           | √                           | √                 | <b>Current CV</b> with current email address.   |
| √                  | √                                 | √                               | √                           | √                           | √                 | Medical license, or <b>Terminal Degree Verification</b> .<br><i>(Only necessary for Appointments)</i>   |
|                    |                                   |                                 |                             | √                           | √                 | Copies of <b>2 published manuscripts</b> that best reflects faculty work.   |
|                    | √                                 | √                               |                             | √                           | √                 | <b>Executive Summary</b> of the candidate's past, current, and future career path.  |
|                    |                                   |                                 |                             |                             |                   | <b>DEPARTMENT DOCUMENTS</b>   |
| √                  | √                                 | √                               | √                           | √                           | √                 | Letter from the <b>Department Chair</b> supporting the candidate's appointment and outlining the role, responsibilities since last promotion. |
|                    | √                                 | √                               | √                           | √                           | √                 | Letter from the <b>Department P &amp; H Committee</b> or equivalent recommending the appointment.   |
|                    | √                                 | √                               | *                           | √                           | √                 | Department Chair's <b>letter to external referees</b> .   |
|                    | 3R                                | 4R                              | 3R*                         | 4E                          | 5E                | <b>External letters of Evaluation (E) or Recommendation (R)</b> from referees of the same rank (or higher). (See p 14)                        |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

# Emeritus/Emerita Professor

## P&H Interfolio Packet Checklist

|                               |  |
|-------------------------------|--|
| Emeritus/Emerita<br>Professor | Required Appointment materials:  |
|                               | <b>CANDIDATE DOCUMENTS</b>   |
| √                             | Current CV with current email address.   |
| √                             | Letter or document from the candidate to support the appointment.                      |
|                               | <b>DEPARTMENT DOCUMENTS</b>  |
| √                             | Letter from the Department Chair supporting the appointment.                           |
| √                             | Letter from the Department P & H Committee or equivalent recommending the appointment. |

\*Assistant Professors in Non-Tenure Track – Only those seeking promotion to Assistant Professor need 3 letters of recommendation. Letters are optional for initial appointment to rank of Assistant Professor on Non-Tenure Tracks.

## Change of FTE Status:

From Full-time Salaried → to Part-time Salaried (Adjunct)

From Full-time Salaried → to Part-time Non-Salaried (Adjunct)

From Part-time Salaried → to Full-time Salaried

| CANDIDATE DOCUMENTS  |   |
|----------------------|---|
| √                    | Current CV with current email address.                            |
| DEPARTMENT DOCUMENTS |   |
| √                    | Letter from the Department Chair supporting the change of status. |

## Secondary Appointments:

| CANDIDATE DOCUMENTS  |   |
|----------------------|---|
| √                    | Current CV with current email address.                            |
| DEPARTMENT DOCUMENTS |   |
| √                    | Letter from the Department Chair supporting the change of status. |

## Retirements, Resignations, and Terminations

| CANDIDATE DOCUMENTS  |   |
|----------------------|---|
| √                    | Faculty Members <b>letter of resignation</b> (if applicable). .   |
| DEPARTMENT DOCUMENTS |   |
| √                    | <b>Letter from the Department Chair</b> notifying the Office of Faculty Affairs of the retirement, resignation or termination along with the effective date of the change in employment status. |

# Change of Track

## P&H Interfolio Packet Checklist

| From Tenure to Non-Tenure | From Non-Tenure to Non-Tenure | From Non-Tenure to Tenure | Required materials:   |
|---------------------------|-------------------------------|---------------------------|---|
|                           |                               |                           | <b>CANDIDATE DOCUMENTS</b>  |
| √                         | √                             | √                         | <b>Current CV</b> with current email address.   |
| √                         | √                             |                           | <b>Signed statement from the faculty member</b> requesting the change in track, outline how career plan, proposed duties, and responsibilities align with the new track, and statement of understanding that the position in the new track does not lead to tenure and is eligible for renewal annually.  |
|                           |                               | √                         | <b>Signed statement from the faculty candidate</b> requesting the change to tenure track and acknowledging the tenure clock and required review deadlines.  |
|                           |                               | √                         | <b>Personal/Career statement</b> of the faculty member outlining the 3–5-year plan on the tenure track (planned strategies and approaches to meet criteria in research, teaching, and service).   |
|                           |                               |                           | <b>DEPARTMENT DOCUMENTS</b>   |
| √                         | √                             | √                         | <b>Letter from the departmental P &amp; H committee</b> , or equivalent, assessing the track change request and making a recommendation.  |
| √                         | √                             | √                         | Letter from the <b>department chair</b> requesting the track change and <u>effective date</u> of the change, outlining the <u>reason</u> for the request and the <u>role</u> of the faculty member in the new track, and <u>summarizing</u> the recommendations of the departmental committee review. Include <u>length of the tenure clock</u> for those moving to tenure track. . |
|                           |                               | √                         | Letter of support from the Center Director or equivalent (Optional).  |
|                           |                               | √                         | External letters supporting the track change. (Optional)  |

# Key Terms, Tips, and FAQs

**External letters of Evaluation:** These are letters from faculty at academic institutions who are independent experts in the candidate's field. The purpose of external letters of evaluation are to have independent (neutral) third-party experts in the field evaluate and summarize for the P&H Committee (who probably don't work in the candidate's field) whether the candidate's contributions to scholarship/research/service would earn them the requested rank at the evaluator's institution and if they meet Tulane's criteria. Ideally, they will not have collaborated or worked with the candidate in the past 5 years and never served as a mentor. Independent letters of evaluation are given significant weight when reviewing candidates. The Provost Office has published guidance about Letters of Evaluation, and the guidelines for Letters of Evaluation for those on the Tenure Track or seeking appointments with Tenure can be found, [here](#). The links to the SOM P&H appointment criteria can be found on [OFA's webpage](#), which includes links to the [Appointment and Promotion Criteria in the Non-Tenure Series](#).

External Evaluation Letters that don't meet criteria and should not be attached to a packet:

- Unsigned letters
- Letters not on letterhead
- Letters from someone who doesn't work at a university or academic institution
- Letters from someone with a lower rank than candidate
- Local letters (Tulane, LSU, etc)
- Letters from a mentor or someone who was a close collaborator (grants/publication) within the last 5 years.

Best letters of evaluation come from:

- Experts in the field who are unknown to the candidate
- Experts who can speak to the candidate's national or international recognition

**Letters of Recommendation:** These are letters from someone familiar with the candidate's work who can evaluate their professional practice and likelihood to contribute to the Tulane SOM's missions.

**Executive Summary:** This is an opportunity for candidates to summarize, synthesize, and showcase how the information in their CV and course evaluations demonstrates that their accomplishments since their last promotion fulfill the criteria for appointment in each of the SOM's missions. The candidate should also provide a paragraph summarizing their plans for their future career growth and trajectory.

**CV:** The Office of Faculty Affairs encourages candidates to review the tips and CV format recommendations, which can be found on its Appointments, Promotions webpage, [here](#). Tips include: numbering all lists (newest first), and **bold underline** the candidate's name. Because regional, national, and international recognition is a criterion for promotion, be sure to include dates and details about location for presentations, etc.

**Effective Date for Promotion.** After completion of the P&H review process and approval by the Provost, promotions will take effect on the next, upcoming July 1 or January 1. Promotions typically take about 6 months to progress through the P&H review process.