

Checklist of P&H Packet Materials for Appointments and Promotions Tulane SOM Table Format

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

Checklist of P&H Packet Materials for Appointments and Promotions

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* ASSISTANT Professors in Non-Tenure Track: Recommendation letters are optional for initial appointment, but required for promotion.

Evaluation Letters – Helpful Notes

For Assistant Professor:
Recommendation letters are optional for an initial appointment, but required for promotion.

Recommendation letters from individuals outside Tulane are preferred. An exception may be granted when all of a candidate's training has been completed at Tulane. Unlike evaluation letters for more senior ranks, recommendation letters from colleagues, mentors, or supervisors are acceptable to support a packet for Assistant Professors (particularly clinical track), as they provide important information about the potential of the candidate.

For Associate Professor or Professor: Stricter criteria for independent (arms-length) evaluation letters are in place for senior ranks (Associate Professor or Professor).

National Search

Pursuant to the Tulane Faculty Handbook, all new, full-time or tenure track faculty appointments require verification that a national search was conducted, and that the candidate was selected by a search committee. See section 4.4.1 *Authorization for New Appointments to the Faculty*. Key points:

- Announcements describing the position should be sent to institutions of higher education or other sources likely to provide suitable candidates.
- Announcements describing the post should also be sent to appropriate professional societies and organizations, including those representing minorities and women.
- The search committee must follow all procedures currently mandated by the Office of Academic Affairs and the Office of Institutional Equity.
- Search committees develop a hiring plan and strategies for generating a diverse pool of candidates.

* ASSISTANT Professors in Non-Tenure Track: Recommendation letters are optional for initial appointment, but required for promotion.

Key Terms, Tips, and FAQs

External letters of Evaluation: These are letters from independent experts at an academic institution in the candidate's field, external to Tulane, who perform a 'quality check' focused on evaluating whether or not the candidate has met the SOM's published criteria and whether they are deserving of the proposed promotion/appointment (as opposed to letters focused on providing support or recommendation). The external referees provide an evaluation regarding the candidate's contributions in research, teaching, and service. 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. See their link, here.

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. For Assistant professors, Recommendation letters are preferred to be outside of Tulane (but an exception may be granted when all training has been completed at Tulane). Letters from colleagues, mentors, and supervisors are acceptable for Assistant Professors (particularly clinical track), as they provide important info about the potential of the candidate.

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 fulfil 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 under the "Forms" section on its Appointments, Promotions webpage, here. Tips include: numbering all lists (newest first), and **bold underlining** 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 process through the P&H review process.

* ASSISTANT Professors in Non-Tenure Track: Recommendation letters are optional for initial appointment, but required for promotion.

Clinical Track

P&H Interfolio Packet Checklist

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

* ASSISTANT Professors in Non-Tenure Track: Recommendation letters are optional for initial appointment, but required for promotion.

Research Track

P&H Interfolio Packet Checklist

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

* ASSISTANT Professors in Non-Tenure Track: Recommendation letters are optional for initial appointment, but required for promotion.

Education Track

P&H Interfolio Packet Checklist

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

* ASSISTANT Professors in Non-Tenure Track: Recommendation letters are optional for initial appointment, but required for promotion.

Instructional Track

P&H Interfolio Packet Checklist

Lecturer	Senior Lecturer	Instructor	Senior Instructor	Professor of Practice	Senior Professor of Practice	Required Appointment or Promotion materials:
						CANDIDATE DOCUMENTS
√	√	√	√	√	√	**Current CV** with current email address.
√	√	√	√	√	√	**Official transcript** of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. (*Only necessary for Appointments*)
				√	√	**Executive Summary** 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.
	√		√		√	**Faculty teaching evaluations**/summaries. Required for Promotion Candidates (*Optional for Appointments)*. Most recent evals.
						DEPARTMENT DOCUMENTS
√	√	√	√	√	√	**Letter from the Department Chair** supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. . Attests to qualifications of appointed Lecturer/Instructor in lieu of submitting letters of recommendation
√	√	√	√	√	√	**Interfolio #** showing search/posting of the position, (or waiver). (*Only necessary for initial Appointments*).
√	√	√	√	√	√	Copy of the **offer letter** signed by the candidate.
	√		√	√	√	Department Chair's **letter to external referees**.
	2R		2R	2R	2R	**External letters of Evaluation (E) or Recommendation (R)** from referees of the same rank (or higher).

Clinical Professor of Practice Track

P&H Interfolio Packet Checklist

Clinical Instructor of Practice	Clinical Assistant Professor of Practice	Clinical Associate Professor of Practice	Clinical Professor of Practice	Required Appointment or Promotion materials:
				CANDIDATE DOCUMENTS
√	√	√	√	**Current CV** with current email address.
√	√	√	√	**Official transcript** of graduate, doctoral and/or medical degree and, if applicable, documentation of specialty training. (*Appointments only)*
√	√	√	√	**Executive Summary:** Summarize clinical qualifications, highlights of clinical impact/accomplishments since last promotion, planned clinical engagement, impact and faculty goals.
	√	√	√	**Faculty teaching evaluations**/summaries. Candidates Most recent evals. (*Promotion only)*
				DEPARTMENT DOCUMENTS
√	√	√	√	**Letter from the Department Chair** supporting the candidate's appointment/promotion and outlining the role, responsibilities, and/or achievements since last promotion. Attests to clinical references/qualifications of appointed junior rank faculty in lieu of submitting letters of recommendation.
√	√	√	√	**Interfolio #** showing search/posting of the position, (or waiver by OIE). *(Only necessary for initial Appointments)*.
√	√	√	√	Copy of the **offer letter** signed by the candidate.
	√	√	√	Department Chair's **letter to external referees**.*
	2R*	3R	4R	**Letters of Recommendation (R)** from referees of the same rank or higher. (**Promotion only) Chair's letter attests to clinical references/qualifications of appointed junior rank faculty in lieu of submitting letters of recommendation.*

Tenure Track

P&H Interfolio Packet Checklist

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

Appointments/Promotions With Tenure

P&H Interfolio Packet Checklist

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

Part-Time Salaried (Clinical or Adjunct)

P&H Interfolio Packet Checklist

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

Part-Time Non-Salaried (Adjunct)

P&H Interfolio Packet Checklist

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

Emeritus/Emerita Professor

P&H Interfolio Packet Checklist

Emeritus/Emerita Professor	Required Appointment materials:
	CANDIDATE DOCUMENTS
√	**Current CV** with current email address showing 20 years of service to the profession and at least 5 years at Tulane.
√	**Letter or document from the candidate** to support the appointment.
	DEPARTMENT DOCUMENTS
√	**Letter from the Department Chair** supporting the appointment.
√	Letter from the **Department P & H Committee** or equivalent recommending the appointment.

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 **letter of resignation** (if applicable). .
	DEPARTMENT DOCUMENTS
√	**Letter from the Department Chair** 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:
			CANDIDATE DOCUMENTS
√	√	√	**Current CV** with current email address.
√	√		**Signed statement from the faculty member** 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.
		√	**Signed statement from the faculty candidate** requesting the change to tenure track and acknowledging the tenure clock and required review deadlines.
		√	**Personal/Career statement** 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).
			DEPARTMENT DOCUMENTS
√	√	√	**Letter from the departmental P & H committee,** or equivalent, assessing the track change request and making a recommendation.
√	√	√	Letter from the **department chair** requesting the track change and effective date of the change, outlining the reason for the request and the role of the faculty member in the new track, and summarizing the recommendations of the departmental committee review. Include length of the tenure clock for those moving to tenure track.
√	√	√	Verification that a national search was conducted for all new tenure track and full-time non-tenure track appointments.
		√	Letter of support from the Center Director or equivalent (Optional).
		√	External letters supporting the track change. (Optional)