Dear Dr. Boxer:

I strongly support the promotion of Dr. M to Associate Professor in the UTL with tenure. Dr. M investigates how malignant myeloid progenitor cells differ from normal hematopoietic progenitor cells, and her research has important translational and clinical implications. She is also an active teacher and a valued mentor.

Dr. M has been very productive in research with a number of high impact publications as senior author, and she is also a respected collaborator working with several leading investigators in the field. She has been invited to speak at many national and international conferences, and she is well-funded. We solicited 11 external referees and received letters from all of them. They are all strongly supportive of promotion, and those who compare her to the peers rank her at the top of the group or just below a more senior investigator. She is described as a rising star who has made a substantial impact on the research field. The internal referees (4 of 4 received) are also laudatory and supportive of promotion with tenure.

We solicited all of her current and former trainees (22) for letters and received letters from all of them. The vast majority (except for two) are very positive, and they describe the profound impact that she has had on their training. Dr. M is a skilled mentor who cares deeply about her students and postdocs. There are two letters from former postdocs who were her first trainees in the lab, and they write about some difficulties in the lab and felt that they did not receive appropriate mentoring. Dr. M became aware of these issues, and she asked her mentor for help. She enrolled in lab management training courses and in mentoring workshops, and she gave her mentor permission to discuss the lab environment with her trainees on a regular basis. Based on the confidential feedback given to her mentor over the past three years and the very positive trainee letters, we are confident that Dr. M has developed into an excellent mentor. She also enrolled in workshops to improve her classroom lecture abilities, and the evaluations of courses she has taught in the second term are excellent.

The department A&P Committee voted unanimously in support of promotion to Associate Professor with tenure based on her outstanding record of scholarship and her excellence in teaching and mentoring. I am in complete agreement with this recommendation.

Sincerely,

Chair
Narrative Report

Scholarship (80% FTE)
Description
Dr. M has 80% effort for scholarship focused on the biology of hematologic malignancies. She initiated her independent research program by investigating the mechanisms that control the differentiation of normal hematopoietic stem cells into mature cells. With that information, she has moved to study the impact of mutations that are observed in myeloid malignancies on the normal differentiation process utilizing mouse models and primary human cells. She has been very productive in the current term with X publications in high impact journals as the senior author, and she has given many national and international invited talks. Dr. M has also been involved in some very productive collaborations with other investigators in this field. Her level of funding is very impressive.

Citation for publication with Dr. M as senior author.
This study reports on the investigation of the impact of mutation L on hematopoietic progenitor differentiation and survival. This is a mutation that is commonly observed in hematologic malignancies. Describe details of the research study. These results have received a great deal of attention, and there are important implications for the treatment of patients with these disorders. Dr. M is collaborating with clinician investigators in the design of a clinical trial to investigate the impact of a small molecule inhibitor that targets this pathway.

Evaluation
External referees who are leaders in the field describe Dr. M as a rising star who is already becoming a recognized leader in this research field. They describe her accomplishments as groundbreaking discoveries that have transformed the way we think about the origin of hematologic malignancies. Her research is viewed as novel, innovative, and paradigm-shifting, and her productivity is outstanding. Several referees comment on the translational impact of her research and her identification of potential unique therapeutic targets. Most of the referees engage in comparison of Dr. M to the peer set, and they agree that this is an outstanding group of investigators. They view Dr. M as belonging in this very strong group of peers, and she is usually ranked at the top of the group or just below one peer who is more senior in his career. They agree that she is one of the very best researchers in the field at her stage of career development. All of the referees enthusiastically support her promotion to Associate Professor with tenure, and several of them note that they have tried to recruit Dr. M to their institutions.

Teaching and mentoring (20%)
Description
Dr. M has 20% effort for teaching and mentoring. She has designed and taught a course in the human biology program, and she gives regular lectures in two graduate courses in cancer biology. She teaches and mentors students and postdoctoral fellows in her research laboratory. Dr. M has a weekly lab meeting, and she and her lab members participate in a focus area journal club with three other research labs. She has supervised the Ph.D. dissertation research of five graduate students, and she has mentored 14 postdoctoral fellows and several undergraduate students.

Evaluation
Review of course evaluations demonstrated scores that have improved from those in the first term of Dr. M’s appointment. At that time, the human biology course received below average scores (2.9 to 3.2) as did her lectures in the graduate courses. Dr. M was counseled to work with the Center for Teaching and Learning and the Teaching and Mentoring Academy to receive instruction on how to become a better and more organized lecturer, and she also worked with a senior faculty member who attended some of her lectures to provide constructive feedback. We are very pleased to see that the course evaluations have significantly improved in the last three years with scores above the average (4.2 to 4.5). There are very positive comments from the students about her teaching style and engagement with the students.

Dr. M attracted a large number of graduate students and postdoctoral fellows in the first few years of her faculty appointment. In hindsight, it is likely that her laboratory grew too quickly. She experienced difficulties in productively mentoring all of these trainees, and she lacked good management skills. This was reflected in some negative comments from trainees at the time of her reappointment, and two postdoctoral fellows decided to leave her laboratory and seek other training opportunities. To her credit, Dr. M was very concerned about the environment in her research group, and even before her reappointment, she sought advice from her mentor. She participated in several training sessions on mentoring at both the University level and in the Teaching and Mentoring Academy. She gave her mentor permission to solicit regular confidential feedback from the students and postdocs in her lab. The feedback showed steady and continued improvement over time. The letters from her current and recent graduate students and postdocs are very positive, describing Dr. M as a skilled and concerned mentor who provides the appropriate amount of guidance and independence for trainees at different stages of development. There are two letters from trainees who were in her lab during the first two years, and they describe some difficulties in the lab environment and with Dr. M’s mentoring style. These trainees also wrote at the time of reappointment. It is important to note that since that time, all the trainees have only very positive and enthusiastic things to say about working with Dr. M, and they describe a very warm and supportive research environment. Dr. M works with them on preparing for the next stage of their careers, and she continues to provide advice for those who have recently graduated or taken new independent positions. Overall, we believe the evidence demonstrates that Dr. M has developed into an excellent teacher and mentor.

(Authored by Dr. BB.)
Date: TBD

To: Dr. M

From: Department Chair

This is to provide you with counseling based on your recent promotion to Associate Professor in the UTL with tenure.

You spend 80% of your effort in research on the impact of certain mutations observed in myeloid malignancies on the normal differentiation and survival of hematopoietic progenitors. The external and internal referees describe you as a rising star and a developing leader in your research field. They point out the important translational implications of your research findings. We anticipate that you will continue your very productive research program and continue to publish in the appropriate journals.

You have 20% effort for teaching and mentoring, and we expect no change in this effort. Your teaching evaluations from the human biology and cancer biology courses have been excellent in the past three years, and we congratulate you on this accomplishment. We know that you have worked hard to improve your lecturing style. Likewise, you have sought training and advice on lab management skills and mentoring, and you have demonstrated great improvement in these areas. Your trainees are very complimentary in describing your mentorship and support for them, and they acknowledge the very positive impact that you have had on their careers. We expect that you will continue to perform as an excellent teacher and mentor and serve as a role model for your trainees and for early career faculty members.

As an Associate Professor with tenure, you may want to become more involved with School and University activities and committees, and we will support you in these endeavors. Dr. M, I want you to know that we greatly appreciate your contributions to the Department and the School. Congratulations on your promotion, and we look forward to continuing to work with you for many years.

Please review the criteria for promotion to Professor in the UTL from the School of Medicine Faculty Handbook:

[attach relevant criteria to the memo]