Guidelines for Tenure Track Promotion and Tenure

The academic promotion and tenure process depends upon the faculty member’s ability to document appropriate achievements in the three areas of academic life (Education, Scholarship or Service): specifically to document that they have met or exceeded the guidelines for the relevant promotion. The responsibility to prove that academic promotion and/or tenure has been earned rests with the applicant. The candidate's documentation must be clear and unequivocal and include sufficient high quality recognition and evidence of sustained contributions to the Oakland University William Beaumont School of Medicine. The promotion and/or tenure application is reviewed and evaluated at several levels of the School of Medicine and Oakland University to verify that criteria have been met.
Tenure Track Faculty Appointment

Tenure Track appointments are available at the assistant professor or associate professor rank and are not available with the clinical focus. The School of Medicine expects candidates with a tenure track appointment to advance to the rank of associate professor with a tenured appointment.

Faculty members who begin their careers as assistant or associate professors on tenure tracks at other institutions may be considered for credit for time in rank. In this circumstance, the candidate must demonstrate evidence of achievement within the School of Medicine before being recommended for promotion to a tenured appointment at the rank of associate professor.

Faculty Focus

The Department Chair recommends to the Departmental Committee on Appointments Promotion and Tenure (DCAPT) an academic focus for each faculty appointment. The academic focus applies across all primary and secondary appointments and provides the context for any promotion of the faculty member. The criteria for each academic focus are outlined in the Faculty Handbook and the Chart of Criteria for Appointments, Promotions and Tenure.

A. Educator
   Faculty within the Department of Biomedical Sciences must declare the educator focus. Faculty members in departments other than Biomedical Sciences may declare an educator focus only with the permission of the faculty member's Program Director or Department Chair.

B. Librarian
   This academic focus is appropriate for faculty members whose principal activity is in the field of Librarianship. This academic focus is available to faculty members with standard, tenure track and tenured appointments.

Tenure Defined

Tenure at OUWB is honorific in nature. It serves as recognition of stature and is a reward for exceptional accomplishments and academic achievement.

Promotion Timeline

Faculty interested in seeking application for promotion should discuss their career path and timelines for promotion with the appropriate department chair. Academic promotion is not a reward for service rendered or time served at previous academic institutions. Faculty must have completed a minimum of five years at their current rank with at the time the review for promotion is initiated. Department chairs may consider applications for early promotion only in cases where exceptional achievement is documented. In general, early promotion is not recommended.

Criteria for Tenure-Track Promotions

Tenure Track faculty may receive a promotion from the rank of Assistant Professor to Associate Professor or from Associate Professor to Full Professor.

Tenure Track appointments are available at the assistant professor or associate professor rank and are not available with the clinical focus. The School of Medicine expects candidates with a tenure track appointment to advance to the rank of associate professor with a tenured appointment. Therefore, Department Chairs and Program Directors should only nominate those faculty members for a tenure track appointment who clearly demonstrate evidence at the time of the tenure track appointment of extraordinarily high potential in the candidate’s academic discipline, and should make sure that a sound mentoring program is
in place for the candidate. Candidates for appointment must have appropriate terminal degree relevant to the discipline under consideration.

Faculty members who begin their careers as assistant or associate professors on tenure tracks at other institutions may be considered for credit for time in rank. In this circumstance, the candidate must demonstrate evidence of achievement within the School of Medicine before being recommended for promotion to a tenured appointment at the rank of associate professor.

A. Associate Professor
Faculty at this rank must have completed a minimum of five years as an assistant professor or equivalent at the time the review for promotion is initiated, although early promotion may be considered. There is no automatic promotion to the associate professor level based solely on years in rank.

Faculty members may receive an initial tenured appointment in the School of Medicine at the rank of associate professor based upon academic achievement at another medical school or a combination of academic achievement and equivalent achievement in government service or the private sector.

This rank signifies a high level of professional accomplishment and a significant commitment by the faculty member to the School of Medicine's programs. Documentation of excellence is required. Faculty members at this rank must demonstrate a sustained commitment to the academic programs of the School of Medicine by accepting ongoing teaching assignments and/or committee service. Expertise and excellence must be demonstrated in the performance of such responsibilities.

The following additional qualifications are specific to academic focuses for the tenured appointment at the rank of associate professor:

1. Educator Focus
   Faculty members at this rank must be actively engaged in the scholarship of education. The feature that distinguishes this academic focus from other focuses for faculty members with tenured appointment is the commitment to research in the area of medical education. Faculty members may innovate through a variety of activities. Examples of such activities include, but are not limited to innovations in curriculum development, student and program assessment, teaching and learning methodologies, the incorporation of technology into the learning environment, and educational outcomes measures. The School of Medicine recognizes that it is challenging to secure and sustain extramural funding to support scholarship in medical education. Publication in peer-reviewed journals and presentations at scholarly meetings and symposia are required. Faculty members must be contributing to medical education literature, must have demonstrated evidence of emerging leadership in their fields, and must have attained some degree of recognition at the regional/national level.

2. Investigator Focus
   Faculty members at this rank must be actively engaged in research. There must be evidence that the candidate has achieved scholastic independence from mentors. If the candidate's research is investigator initiated and not part of an interdisciplinary group, then evidence of extramural funding support for the candidate's research is required. The School of Medicine recognizes the importance of trans disciplinary research, and if the candidate conducts research in a trans disciplinary setting, then the candidate's contribution to the attainment of research success of a program and the candidate's contribution to program funding will be a key component of the evaluation of the candidate for assignment to this rank. Faculty members must be contributing significant new information to the scientific literature, must have demonstrated evidence of emerging leadership in their fields, and must have attained some degree of recognition at the regional/national level.

3. Librarian Focus
   The candidate with an appointment to the rank of associate professor must demonstrate achievement as a medical librarian. At this rank the candidate must demonstrate regional/national recognition as an expert in Librarianship. The candidate must also demonstrate evidence of presentations at regional/national meetings and evidence of publication in the high
quality peer-reviewed literature as a principal author, senior author, or collaborator and must have attained some degree of recognition at the regional/national level. Achievement in service to the School of Medicine, Oakland, Beaumont or community is required.

B. Professor
Faculty at this rank must have completed a minimum of five years as an associate professor or equivalent at the time the review for promotion is initiated, although early promotion may be considered. There is no automatic promotion to the professor level based solely on years in rank.

Faculty members may receive an initial tenured appointment in the School of Medicine at the rank of professor based upon high academic achievement at another school of medicine or a combination of academic achievement and equivalent achievement in government service or the private sector. This rank signifies an exceptionally high level of professional accomplishment and a significant commitment by the faculty member to the School of Medicine's programs. Documentation of excellence is required. Faculty members at this rank must demonstrate a sustained commitment to the academic programs of the School of Medicine by accepting ongoing teaching assignments and/or committee service. Expertise and excellence must be demonstrated in the performance of such responsibilities.

The following additional qualifications are specific to academic focuses for the tenured appointment at the rank of professor:

1. **Education Focus**
The criteria for a tenured professor appointment with an educator focus are the same as those required for a tenured associate professor appointment with the following additional criteria. Candidates for this rank must have demonstrated an impact on their fields of scholarship and peer recognition as leaders in the area of medical education at a national/international level.

2. **Investigator Focus**
The criteria for a tenured professor appointment with an investigator focus are the same as those required for a tenured associate professor appointment with the following additional criteria. Candidates for this rank must have demonstrated a record of sustained extramural funding as an independent investigator or significant contribution to the success the achievement of sustained extramural funding of a trans disciplinary team. Candidates for this appointment must be able to demonstrate that their work has had an impact on their fields of scholarship. Candidates for this rank must demonstrate evidence of peer recognition as leaders in the area of medical research at a national/international level.

3. **Librarian Focus**
The candidate with an appointment for promotion to the rank of Professor must demonstrate evidence of high achievement as a librarian. At this rank, the candidate must demonstrate national recognition as an expert in Librarianship. The candidate must also demonstrate evidence of presentations at national/international meetings and evidence of publication in high quality peer-reviewed literature as a principal author, senior author, or collaborator. Achievement in service to the School of Medicine, Oakland, Beaumont or community is required.

**Framework for Defining Achievement**

Criteria for appointment and promotion to ranks in tenure-track (probationary) and tenured appointments vary with the candidate’s academic focus. The following information describes the criteria for achievement in each academic focus.

I. **Achievement in Scholarship**
Scholarship involves the acquisition of new knowledge through various means (e.g. publications, presentations, professional practice) and acceptance of this new knowledge by peers. Scholarly activity may be achieved through innovation in the pedagogy of medical education, medical research, acquisition of knowledge through various means (for example: publications, presentations, professional practice and clinical activities) and are
peer reviewed. Although indices of scholarly activity may differ by discipline and by rank, evidence of achievement in scholarship must be unequivocal and includes:

A. Publications
The quality of publications, the consistency of productivity, and the number of publications are all factors are considered. Considerations in judging the quality of scholarly work include whether or not the journals are refereed, the number of authors, and the role of the candidate in the execution of a project.

B. Support for Scholarship
The organization and execution of a creative, productive, and sustained research program provides evidence of scholarly capabilities. Grants obtained as a principal investigator after peer review at the national level provide evidence of research excellence for appointment or promotion to the rank of Associate Professor or Professor with tenured appointments. Other types of research grants that will contribute to the scientific body of knowledge are also important. In view of the decreasing percentage of funded applications, unfunded grants, which are favorably reviewed, may be taken into account and given some consideration.

C. Presentations at Scholarly Meetings and Conferences
Scholarly stature will be assessed, in part, by invited presentations at scholarly meetings and conferences. Presentations given at meetings or conferences, which have been screened by a review committee, may be given more weight. Invitations to participate in national or international meetings or to organize sessions for such meetings also provide evidence of peer recognition of research accomplishments.

D. Appointment to Editorial Boards of Professional Journals
Service on editorial boards of professional journals or as peer reviewers of manuscripts also provides evidence of the candidate's stature within his/her discipline.

E. Invited Seminars
Research seminars given by the candidate at other institutions also provides evidence of research stature.

F. Service on National Professional Advisory Boards
Service on study sections for NIH, NSF, or other national research advisory boards also provides evidence of national stature in a research field.

G. Election/Appointment to Office in National Professional Organizations
Appointment to an official position or office in a national professional organization provides evidence of peer and national recognition.

H. Achievement in Scholarship in the Program of Medical Information Literacy
In the case of faculty in the Program for Medical Information Literacy, the primary requisite for favorable performance in the annual review process, or promotion and tenure, is quality performance in job responsibilities as a medical librarian. Additional duties and responsibilities may include, but are not limited to, instruction, reference, research consultations and literature searches, collection development, promotion and outreach, and the application of new technologies.

   a. Effectiveness in the delivery of a wide range of reference and research services including research consultations and literature searches;
   b. Contributions to the development of the library’s collections through collection analysis, selection, and liaison activities to specific areas of medicine;
   c. Design, development, and/or implementation of emerging technologies and information systems to meet the evolving needs of library users;
   d. Development of web pages, policy statements, reports, bibliographies, user guides, and similar documents in print or electronic form;
   e. Preparation and submission of grant proposals to improve library facilities, equipment, services, etc.
   f. Achievement of the membership of the Academy of Health Information Professionals—the Medical Library Association’s peer-reviewed professional development and career recognition program based on three areas of achievement; academic preparation, professional experience, and professional accomplishment (http://www.mlanet.org/academy/);
g. Participation in activities to promote professional expertise, growth, and development such as attendance at professional conferences and workshops, reading and application of professional literature, and continuing education. The requirement for scholarly activity must be balanced against the effort required for high achievement in the area of professional librarianship. Shared authorships are valued, as the work of library faculty is highly collaborative.

II. Achievement in Education
   A. Student Performance
      Objective measures, particularly external, of student progress in the courses in which the candidate teaches provide evidence of teaching achievement.
   B. Systematic and Standardized Student/Resident Evaluation of Instruction
      Student/resident/fellow evaluation of teaching encompasses classroom/laboratory teaching assessment and clinical teaching assessment. Standard School of Medicine assessment forms will be used and qualitative information compared to departmental norms.
   C. Review of Instruction
      Evaluation of teaching is the responsibility of the Office of Medical Education and encompasses assessment of classroom, laboratory and clinical teaching. Standard School of Medicine assessment forms indicating the student evaluation of faculty teaching performance are reviewed by the Associate Deans for Medical Education, Academic and Faculty Affairs, department chairs and course directors.
   D. Instructional Material and Methodology
      Documented evidence of faculty creation of new teaching methods or subject matter will be considered for recognition of achievement in education. New instructional materials may be submitted for review by departmental chairs along with an explanation of the reasons why new teaching method or materials were introduced, a comparison the new or non-traditional approach with conventional methods, and a review of outcomes. Evaluation of the submitted materials by students, peers, course directors and/or external evaluators is also helpful.
   E. Awards for Teaching Excellence
      Awards received by the candidate for excellence in teaching provide other evidence of the candidate's teaching ability.
   F. Achievement in Education in the Program for Medical Information Literacy
      Effective design and/or delivery of instruction, whether within the School of Medicine curriculum or through faculty, student and staff development workshops, seminars, or orientations.

III. Achievement in Service
   Documented evidence of service to the School of Medicine, Oakland University, Beaumont Health System or the community is required, examples include:
   A. Administration of a department or other formally organized unit of instruction or of a clinical service.
   B. Director of special departmental or interdepartmental training or research programs.
   C. Chair of a School of Medicine Department, Oakland, Beaumont committee or chair of a community based committee related directly to health care issues.
   D. Membership in a School of Medicine, Oakland, Beaumont committee.
   E. Service as a mentor to medical students, residents, or fellows.
   F. Service as a mentor to faculty members who are junior in rank to the candidate.
   G. Representative of the department, program, School of Medicine, Oakland or Beaumont to outside agencies.
   H. Participation in the design or delivery of continuing medical education programs. Documentation of such programs and the candidate's role concerning the quality of the candidate's contributions will be considered.
   I. Appointment or election to offices in pertinent local, regional and national medical societies.
   J. Achievement in Service to the School of Medicine, Oakland University, Beaumont Health System and Community in the Program for Medical Information Literacy
      1. Contributions to outreach, including the planning and implementation of special events, exhibits,
partnerships with OUWB departments, the University, or the community;
2. Effective leadership and recognition for services and/or programs;
3. Contributions and recognition for education technology innovations.

Promotion Process

Promotion in faculty rank is given by the Oakland University William Beaumont School of Medicine and Oakland University only after a lengthy process of evaluation involving the academic department, external evaluators/reviewers, and committees within the Medical School, the Dean, the Provost and the Oakland University Board of Trustees. Usually departmental committees meet in the spring for the next year’s promotion process.

Promotion Endorsement Summary

1. All appointments, reappointments, promotions and tenure awards of the faculty require endorsement by the:
   a. Departmental Chairperson
   b. Departmental Committee on Appointments, Promotions and Tenure, (DCAPT)
   c. The SOM Committee on Appointments Promotions & Tenure (CAPT),
   d. The Dean
   e. Provost
   f. Oakland University Board of Trustees.

2. The Department Chair or the DCAPT as a whole may initiate recommendations.

Promotion Application Process

1. All faculty with the intent to apply for promotion must:
   a. Complete a Promotion Application Form. Complete your portion of the application form. The promotion application must be approved and signed by the appropriate department chair.
   b. Prepare current curriculum vitae. Your curriculum vitae must be in the School of Medicine’s format. Your publications must be organized into peer-reviewed papers, books and book chapters, invited reviews, editorials and letters, and other non-peer reviewed publications. A listing of published abstracts is also required. A listing of presentations must be limited to those made at regional, national, or international meetings. Guidelines/instructions are included in this packet and are available on the School of Medicine’s website.
   c. Prepare a Personal Statement. The personal statement is your opportunity to put into context your scholarly/creative work, teaching and service contributions to Oakland University William Beaumont School of Medicine. You must prepare this document however you may seek assistance from your mentor(s). If assisted, your mentor must certify in writing to the DCAPT and to the CAPT their role(s) in the development of your personal statement. The personal statement cannot exceed 3 single-spaced pages (font size Arial 12) and must address your progress made toward promotion, specific to the proposed rank and declared academic focus. (A sample personal statement may be viewed on our website at medfacaffairs@oakland.edu).
   d. Provide names for solicitation of letters of recommendation. Faculty Affairs shall solicit letters of recommendation. You are required to supply the names of minimum of 6 (3 internal 3 external) individuals who you believe will supply you with a letter of recommendation. These letters must originate from individuals with an academic rank higher than the rank you are requesting promotion. Reviewers must be in a discipline relevant to your career trajectory who can critique your work and scholarly contributions. The reviewers must be from independent, external reviewers who are not collaborators, present or former mentors/ supervisors, or personal friends. Members of your Departmental Committee on Promotion and Tenure or the School of Medicine’s Committee on Appointments Promotion and Tenure (CAPT) may not serve
as reviewers.
e. **Submit your promotion packet to your department chair.** Includes your promotion application form, CV in the school of medicine’s format, and your personal statement.
f. **Schedule an appointment with your appropriate department chair.** This meeting is appropriate to discuss your intent and readiness to apply for promotion and obtain your department chair’s support. The department chair will make the final decision.

### Submission of Promotion Application Packet
1. Upon review of the application materials, the Department Chair or his/her designee must submit the approved promotion packet, which includes the **promotion application form, current CV** in the school of Medicine’s format, and **Personal Statement along with the department chairs recommendation letter** to Faculty Affairs at medfacaffairs@oakland.edu
2. **Department Chair Transmittal Letter:** This letter is from the Department Chair to the Dean. The letter must comment on all four elements of a faculty appointment: the academic unit, the proposed new rank (associate professor, or professor), the appointment type (tenured), and academic focus (educator or investigator,). This letter recommends the promotion and states the proposed date of promotion. To help prevent delay in processing, the letter may also point out any unusual features about the promotion – for example, the rationale for an accelerated promotion recommendation. It will be helpful to note at the beginning if the candidate is full time or has reduced effort. The letter must comment on the candidate’s contributions to interdisciplinary activities with regard to teaching and research. **To help prevent delay in processing, the letter may also point out any unusual features about the promotion – for example, the rationale for an accelerated promotion recommendation.**
3. Candidate must provide names of reviewers.
4. Deadline for Promotion Application Packets is **May 8, 2015.**
5. Upon submission of the Promotion Application packet, Faculty Affairs shall:
   1) Review application for completion (application may be returned if incomplete).
   2) Provide written instructions to the candidate.

### Dossier Documents Required for Promotion Review
Faculty members being considered for promotion to the rank of Associate or Full Professor are responsible for preparing and submitting a dossier **not to exceed 200 single sided pages (excluding the faculty member’s CV)** to the Office of Faculty Affairs, which shall include the following tabs where applicable:

1) Personal Statement
2) Department Chair Recommendation/transmittal letter.
3) Departmental CAPT Recommendation (DCAPT will submit)
4) Names for Letters of Recommendation
5) Curriculum Vitae
6) Achievement in Scholarship (See pages 4, 5 & 6 of this document)  
   Evidence of achievement in scholarship should be a concise description of your role and specific scholarly contributions at OUWB School of Medicine. Examples of evidence include:
   a. Summary of publications
   b. Summary of Grants obtained as a PI
   c. Summary of presentations at scholarly meetings and conferences  
   Note: Provide 3-5 samples of full publications (copy the front page of other publications for inclusion in dossier)
7) Achievement in Education (See pages 4, 5 & 6 of this document)  
   Evidence of achievement in education should be a concise description of your teaching activities and most important your teaching contributions as an OUWB School of Medicine faculty member. Examples of evidence include:
   a. Curriculum design and development (e.g. new course or revision, course integration.
   b. Teaching responsibilities
c. Instructional Materials

d. Teaching Evaluations

e. Professional development in education

Note: Please do not place entire samples of these examples in your dossier.

8) Achievement in Service to the School of Medicine, Beaumont Health System & Community (See pages 4, 5 & 6 of this document)
Evidence in achievement in service should be a concise description of your service activities. Examples of evidence include:
  a. Membership in a School of Medicine, Oakland, Beaumont committee.
  b. Service as a mentor to medical students, residents, or fellows.
  c. Service as a mentor to faculty members who are junior in rank to the candidate.

9) Dossier Checklist
  a. The submission deadline for remaining dossier documents to Faculty Affairs is June 5, 2015.

REVIEW AND APPROVAL PROCESS

Faculty Affairs shall submit the candidate’s entire dossier to the appropriate DCAPT for review, approval and vote.

The Departmental CAPT shall evaluate all recommendations by utilizing the established departmental criteria consistent with the criteria outlined in the Chart of Criteria for Appointments, Promotion and Tenure. The DCAPT reviews the application, the Chair’s recommendation, letters of recommendation and the entire contents of the candidate’s dossier. The DCAPT shall submit all supported recommendations for promotion to medfacaffairs@oakland.edu by the published deadline date on the form provided by Faculty Affairs.

Upon review of the documents by Faculty Affairs, DCAPT recommendations are then forwarded to the School’s Committee on Appointment, Promotion and Tenure (CAPT). The CAPT shall review entire contents of the candidate’s promotion packet including: the promotion application, the Chair’s recommendation, CV, personal statement, evidence of achievement in all categories, letters of recommendation and the recommendation from the DCAPT.

The CAPT will meet in closed session and may request that a Department Chair visit with the committee to provide information that answers questions raised by CAPT members. The CAPT forwards its recommendation to the Dean. The Dean reviews those decisions, makes a recommendation, and submits the recommendation with the entire promotion packet to Oakland’s Senior Vice President for Academic Affairs and Provost who will decide whether or not to support the Dean’s recommendation by further recommendation to Oakland’s President, and ultimately, to Oakland University’s Board of Trustees which retains sole and absolute authority and discretion as to appointment and promotion decisions.
PROMOTION AND TENURE TIMELINE

This is the typical timeline for Promotion and Tenure. Updates will be communicated on an annual basis.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time Frame</th>
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<tbody>
<tr>
<td>Candidates prepare dossier</td>
<td>Spring of 6th year (March, April, May)</td>
</tr>
<tr>
<td>Candidates submit dossier to departmental CAPT for review</td>
<td>Summer of 6th Year (June 30th)</td>
</tr>
<tr>
<td>School submits dossiers to Academic Affairs</td>
<td>Fall of 6th Year on or before October 31st</td>
</tr>
<tr>
<td>CAPT Committee reviews and evaluates dossiers</td>
<td>December, January, February, sometimes early March</td>
</tr>
<tr>
<td>CAPT Committee recommendations sent to Associate Dean for Academic and Faculty Affairs</td>
<td>Early to mid-March (of 7th year)</td>
</tr>
<tr>
<td>Associate Dean for Academic and Faculty Affairs sends recommendations to Oakland University’s Office of Academic Human Resources and Provost and Board of Trustees</td>
<td>Late March</td>
</tr>
<tr>
<td>Action by Board of Trustees</td>
<td>August of year 7</td>
</tr>
<tr>
<td>Announcement of decisions</td>
<td>September of year 7</td>
</tr>
<tr>
<td>Promotion takes effect</td>
<td>Upon approval of the Oakland University Board of Trustees</td>
</tr>
<tr>
<td>Tenure Takes Effect</td>
<td>Upon approval of the Oakland University Board of Trustees</td>
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