The academic promotion and tenure process depends upon the faculty member’s ability to document appropriate achievements in 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.** This documentation must be clear and unequivocal as the promotion and/or tenure application is scrutinized at several levels of the School of Medicine and the University to verify that criteria have been met.
Guidelines and Procedures

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. Oakland University Board of Trustees.

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

3. The Candidate being considered for appointment or reappointment, shall have prepared a packet for submission to the DCAPT which includes the following:
   a. An appropriate recommendation letter from the Department Chair. The letter should explicitly document the accomplishments, which should be considered as it relates to the candidate’s appointment or reappointment and the role the candidate will (has) play(ed) within the medical school. The letter should also indicate the recommended rank and focus for the candidate.
   b. A current curriculum vitae in required School of Medicine format. A curriculum vitae must be completed by every faculty member considered for appointment promotion, or tenure, and forwarded throughout the review process. Guidelines/instructions are available on the School of Medicine’s website.
   c. Letters of recommendation are required for and any candidate being considered for promotion or tenure.
   d. CAPT checklist
   e. DCAPT recommendation

4. The Candidate being considered for promotion or tenure to the rank of Associate or Full Professor is responsible for preparing and submitting a dossier to the DCAPT which shall include the following tabs where applicable:
   1) Personal Statement
   2) Department Chair Recommendation/transmittal letter
   3) Departmental CAPT Recommendation
   4) Letters of Reference
      a. Tenure Track or Tenure Appointments (Minimum of 6, 3 internal, 3 independent, external, non collaborators)
   5) Curriculum Vitae
   6) Achievement in Scholarship
   7) Achievement in Education
   8) Achievement in Service to the School of Medicine, Beaumont Health System & Community
   9) Dossier Checklist

DOSSIER DOCUMENTS

- **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 (assistant professor, associate professor, or professor), the appointment type (tenured, tenure track (probationary), 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.

- **Personal Statement:** This document must be prepared by the candidate. Candidates may seek assistance from their mentor(s). If assisted, the mentor must certify in writing to the department committee and to the CAPT their role(s) in the candidate’s development of the document. This document cannot exceed 3 single-spaced pages (font size no smaller than 11 point) and must address the progress the candidate has made toward promotion to the proposed rank within the academic focus declared by the candidate.

- **Curriculum Vitae:** The candidate’s curriculum vitae must be in the School of Medicine’s format. The candidate’s 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. Presentations within the School, Oakland or Beaumont cannot be included in the curriculum vitae.

- **Letters of Reference / Evaluation:**
  For candidates who have tenure track or tenured appointments, a minimum of six letters of recommendation are required (three internal and three external). It is the responsibility of the candidate’s Department Chair or Program Director to solicit letters of recommendation. The candidate may submit names for solicitation of letters. At least three letters must be from independent, external reviewers who are not collaborators, present or former mentors/supervisors, or personal friends.
  - For both internal and external reviews, the Chair must elicit suggested names of reviewers from the candidate but can also include other appropriate reviewers in the final solicitation list. Many reviewers are very busy and may not be able to respond to a request for review. Therefore, the candidate should provide names for more than the minimum number of review letters. A list of all individuals who were solicited for evaluation letters must be submitted in the application for promotion. Individuals who respond to requests for letters of evaluation must provide their own curriculum vitae for their letter to be considered and these documents become part of the application materials submitted for review.
  - The letter should stress that we seek a measured, unbiased evaluation. The quality of independent analysis has special implications for a tenure decision. Evaluators of candidates with tenure track or tenured appointments must be asked to describe, very specifically, impact in field or seminal contributions in cases of senior level faculty. The evaluators should receive the candidate’s curriculum vitae, the candidate’s personal summary, the appropriate departmental criteria for appointments promotion and tenure and the School of Medicine’s criteria for appointments promotion and tenure. No other materials can be sent to reviewers. Michigan Freedom of Information Act (FOIA) considerations need to be mentioned. One copy of the solicitation letter(s) for reviewers must accompany the promotion packet.

**REVIEW AND APPROVAL PROCESS**

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.

Supported recommendations promotion or tenure shall be submitted to the Departmental Committee on Appointments, Promotions and Tenure (DCAPT) on forms provided by the School of Medicine and are forwarded to Academic Affairs in order to ensure inclusion on the School of Medicine CAPT agenda for approval.

The DCAPT shall review the candidate’s department’s committee report, the appointment or promotions application, and the Chair’s recommendation. Upon review the DCAPT recommendations are then forwarded to the School’s Committee on Appointment, Promotion and Tenure (CAPT). The CAPT reviews
the application, the Chair's 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 Dean's recommendation with the entire appointment or promotions application 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's Board of Trustees which retains sole and absolute authority and discretion as to appointment and promotion decisions.

Tenure Track Faculty Promotions

Tenure track appointments are available at the assistant professor or associate professor rank and are not available with the clinical focus. Faculty members with tenure track appointments must maintain active employment with Oakland University William Beaumont School of Medicine. 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 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 the appropriate terminal degree relevant to the discipline under consideration.

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.

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 level.

2. Investigators 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 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 recognition as an expert in Librarianship. The candidate must also demonstrate evidence of presentations at regional 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 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 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 of the achievement of sustained extramural funding of a transdisciplinary 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 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 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.

1. **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 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>
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<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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