

Promotion is a good thing.

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All candidates for promotion to associate professor and to professor will be evaluated on three dimensions: research, teaching, and professional service. Professional service includes both administrative and (where appropriate) clinical service.





If **research** is the candidate's strength, the **same standards in the tenure track**



If the major strength is **in teaching or clinical service**, the candidate must present evidence of recognition at a **regional level for associate professor** and **national recognition for professor** rank.



Promotion candidates in the non-tenure track with teaching (rather than research or clinical service) as their primary area of excellence for promotion, are required to submit a teaching portfolio for review.



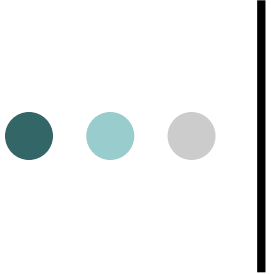
Philosophy of Teaching/Personal
Development

A Teaching Inventory

Important Teaching Contributions

Evaluations and Awards

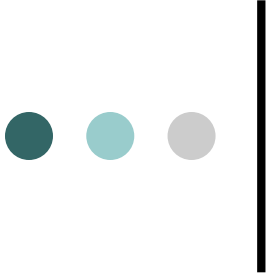
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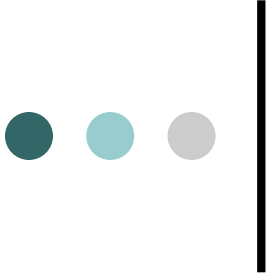
Along with one area of excellence, non-tenure track candidates must provide evidence of acceptable contributions in one or more of the other areas (teaching, research, or clinical service).



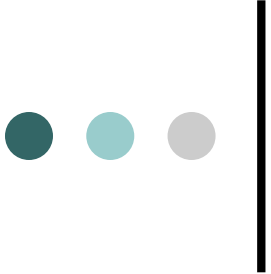
Faculty in the **tenure track** shall be primarily or substantially involved in research.



Tenure track faculty must demonstrate 1) a record of high achievement of **excellence in research**; 2) contributions that indicate a high level of **teaching effectiveness**, and 3) significant **service contributions**.



Research accomplishments may be made either as an individual or in the team science setting, but candidates relying on team achievements must



For appointment or promotion to **associate professor, national level recognition** of the research program must be demonstrated; for award of **tenure**, the candidate must demonstrate a basis for predicting **continuing fulfillment of the qualifications** listed above; for **professor, sustained excellence and enhanced recognition** are required.



Ten things to Remember about Promotion and Tenure

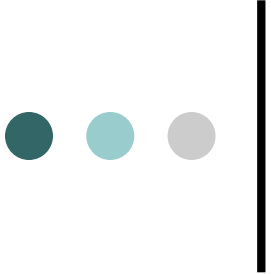


Your promotion and tenure focus should be continuing, not sporadic or just in the year before your candidacy. You should be concerned with promotion and tenure every year.

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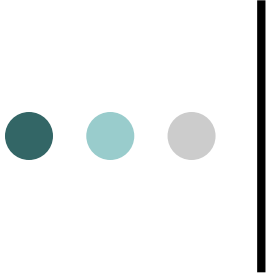
Find mentors. Network among similarly situated colleagues.



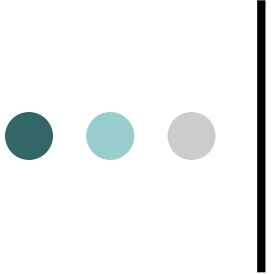
Use your annual faculty evaluation meeting with your chair or division director for your benefit. Discuss your chances for promotion and tenure and your progress at that meeting. You should help set some of the agenda.



Get known by colleagues at other



Service contributions are important but, especially for junior faculty, should be carefully considered before accepting an assignment. By service in this context, we mean good citizenship: service on committees, administrative contributions, contributions to university or hospital welfare, professional memberships and activities, research review committees, editorial boards, community health efforts, educational and professional society committees, and leadership in community health organizations.



Scholarship is the key criterion for promotion and tenure. No single definition of scholarship has been accepted by the faculty. The key concepts include evidence-based research and teaching, peer review, hypothesis driven research, whether concerning biomedical science or education.



Make yourself indispensable. Try to find the niche or the role that no one else can play in your department and fill it.

