

PROCEDURES FOR NOMINATING
FULL TIME FACULTY
FOR PROMOTION
TO ASSOCIATE PROFESSOR AND PROFESSOR
AND AWARD OF TENURE
TO BE EFFECTIVE JULY 1, 2007

The process of promotion to associate professor and professor, and/or the award of tenure, begins in the spring of 2006 for promotion and/or tenure that is to be effective July 1, 2007.

Spring 2006: Department/system committees on appointments, promotion and tenure review their candidates.

May 31, 2006: Department recommendations for promotion and tenure, with application materials, **(including external referee's NIH data sheets or complete CVs) must be submitted by** uploading onto the faculty affairs secure website **Referee lists must have an up-to-date email address along with a street address**

June, 2006: The Faculty Affairs Office reviews materials and confirms receipt with department chairs

June – July, 2006: Faculty affairs office solicits letters of reference.

September - November 2006: The School of Medicine Committee on Appointments, Promotions, and Tenure (CAPT) reviews candidates' files.

October - December 2006: Faculty Council Steering Committee reviews the faculty CAPT recommendations for matters of equity.

November - December 2006: The dean reviews each candidate's materials, determines his own recommendation, and forwards the materials and recommendation to the provost.

January – March 2007: For faculty in the tenure track, the provost convenes the President's Advisory Committee for additional review. For faculty in the non-tenure track, the provost and president review the files, but there is no outside advisory panel.

Spring 2007: The president presents final recommendations to the university board of trustees.

July 1, 2007: Promotions and awards of tenure become effective.

Candidates are urged to provide the faculty affairs office with relevant updated information (*e.g.*, acceptance of submitted publications, awards of grants, *etc.*) throughout the process so that it can be added to the file to support the candidate's nomination

SPECIFIC PROCEDURES

Department Committee on Appointments, Promotions, and Tenure

Review: The department/system Committee on Appointments, Promotions, and Tenure shall review promotion and tenure candidates. The department chair is responsible for gathering these materials in electronic format for uploading to the appointments, promotions, and tenure website. The medical school's CAPT, the dean, and the president will review all *affirmative* department committee recommendations. Such full higher review will also be accorded to: (a) negative department committee recommendations on mandatory tenure (*i.e.*, where the candidate is in his/her final pretenure year or was not awarded tenure following an earlier affirmative recommendation from his/her department committee), and (b) all negative department committee recommendations on candidate-initiated requests for promotion to professor.

Report: The department committee's chair shall sign its dated, written recommendation. The recommendation shall indicate whether the candidate is in the tenure or non-tenure track and report the numerical vote and the deliberations of the committee, pro and con.

Voting: An affirmative recommendation requires a majority vote, *i.e.*, an evenly split committee vote is not affirmative. Members of a department Committee on Appointments, Promotions, and Tenure are eligible to vote on appointments and promotions only to ranks that are lower than or equal to their own. For example, associate professors may not vote on promotions to the rank of professor and assistant professors may not vote on promotions to the rank of associate professor or professor. Only committee members who are tenured may vote on a proposed award of tenure. Separate votes must be taken on promotion and tenure. All members of the committee, regardless of rank, however, may participate in discussion. Voting should be by secret ballot.

Confidentiality and notification: Committee deliberations and votes are confidential and must not be discussed outside the committee with anyone, especially the candidates. The department chair, however, should communicate the result of the vote promptly to the candidate and, while preserving the confidentiality of individual committee members' votes, counsel the candidate on the basis of any substantive remarks made by the committee.

Application Materials

It is extremely important that full and detailed information on the candidate's activities is available to the School of Medicine CAPT. The department chair is responsible for ensuring that detailed information on the candidate's qualifications is uploaded onto the website, which will provide it to the CAPT. Incomplete dossiers are potentially detrimental to the candidate.

Candidates must provide their chairs with a dated, up-to-date curriculum vitae and bibliography. The curriculum vitae must follow the format adopted by the faculty (see page 5). Research support should be listed in the CV and include identifying NIH grant number(s), if any, but may be listed separately as an addendum to the curriculum vitae. In addition, candidates are required to provide a **professional self-description** (two pages or less) in which they highlight their major accomplishments in the areas of research, teaching, and service and comment on relevant matters not discernible from the curriculum vitae. The department chair is responsible for gathering these materials in electronic format for uploading to the website.

Nomination Letter:

In addition to the department Committee on Appointments, Promotions, and Tenure recommendation, the department chair must provide a signed and dated nominating letter. The chair's letter should explain the candidate's past, current, and future role in the department or school, how the candidate helps fulfill departmental or institutional goals, and what

curricular/research directions the candidate is pursuing. For non-tenure track candidates, the nominator must make clear which area of strength provides the basis for the proposed promotion, i.e., whether the primary basis for the promotion is the candidate's excellence in teaching, in research, or in clinical service. All strengths must be thoroughly documented.

If applicable, the candidate's hospital director, division chief, and the chair of a department where the candidate holds secondary appointment should provide assessments of the candidate's qualifications for promotion and/or the award of tenure. It is the responsibility of the primary department chair to obtain such letters.

Reference Letters

External Referees:

External referees are individuals who have not been involved with the candidate's training, have not been their collaborators or mentors, and are not currently based at CWRU or an affiliated hospital. External referees should be carefully chosen in order to provide an external, independent, detailed assessment of the candidate's work and scholarly contributions. Professionals within the same discipline might be acquainted with a candidate and still be classified as an external referee if they are "arm's length" referees whose knowledge of the candidate comes from their awareness and understanding of the candidate's work through publication, presentation, or even personal exchange, so long as that personal exchange is not in the context of a mentor, boss, co-worker, etc. The key is not so much where the referees physically reside at the time they write the letter, but rather on their relationship to the candidate. If the referee has contributed to the candidate's career, if the candidate's success will redound to the referee's credit, or if there is a personal relationship between the two, the referee is not external or at arm's length. Evaluators are classified as external when the perspective from which they view the candidate is from outside this university, but preferably not outside of the academy. (Reviewers from outside the academy are welcome to submit reviews, but the candidate and his/her advocates should know that these letters often have reduced impact.) External evaluators must be of academic rank equal to or higher than that for which the candidate is being considered. To meet the minimum number of external referee letters required by the provost and the dean, the department chair shall provide the names, street addresses, and email addresses as follows:

Tenured/tenure track:

promotion to professor:

8 referees selected by the candidate

8 referees selected by the chair.

promotion to associate professor and/or award of tenure:

7 referees selected by the candidate

7 referees selected by the chair.

Non-tenure track:Primary strength research:

promotion to professor:

8 referees selected by the candidate

8 referees selected by the chair.

promotion to associate professor:

7 referees selected by the candidate

7 referees selected by the chair.

Primary strength teaching or clinical service:

promotion to professor:

8 referees selected by the candidate
8 referees selected by the chair
promotion to associate professor:
6 referees selected by the candidate
6 referees selected by the chair

Note that the new Qualifications and Standards for Appointment, Promotion, and Award of Tenure require that non-tenure track candidates for promotion to associate professor must provide evidence of recognition at least at the regional level if their primary strength is teaching or clinical service and at the national level if their primary strength is in research. All candidates for promotion to professor in the non-tenure track must provide evidence of recognition at the national or international level. External letters of reference are particularly important for these purposes.

Because it is essential that the CAPT be able to assess the independence of a candidate's scholarly efforts and the candidate's unique contributions to team research, letters in support of faculty extensively involved in collaborative research, such as center and program projects, should delineate specifically the candidate's role and contributions.

Along with the other materials, these should be provided no later than May 31, 2006.

Collaborators/mentors/colleagues: The names of four of the candidate's colleagues or collaborators should be selected by the candidate in consultation with his/her department chair. Letters from colleagues or collaborators are often useful for clarification of the candidate's role in collaborative research projects or other cooperative efforts, particularly if it is not clear from the CV. Such letters may **not** substitute for letters from external referees.

Faculty teaching/clinical referees: The department is to provide names of a maximum of 4 faculty colleagues who are able to comment on the quality and quantity of the candidate's teaching or clinical activities. These evaluators might include subject committee chairs, division chiefs, curriculum coordinators, course directors, clerkship directors and residency directors, i.e., colleagues who have knowledge of the candidate's teaching or clinical service through supervising or observing the candidate's teaching or clinical activities or observing the outcome of the candidate's teaching/clinical service through contact with the candidate's former trainees.

Student and Trainee referees (current/former trainees): The department is to provide names, street addresses, and email addresses for a maximum of 10 students, graduate students, residents and/or post-doctoral fellows. For candidates who teach residents, chief residents for the past three years should be asked to comment in addition to the maximum of 10 mentioned above.

Service Referees: The department may provide names, street addresses, and email addresses for a maximum of up to 4 referees who can speak to the candidate's role in providing institutional or professional service. Such letters are optional. Where solicited, a service referee should provide a description of the activities involved, the effectiveness of service relative to others who have performed similar duties, the amount of time devoted to service on a regular basis, and the number of years served. It would be helpful to know whether the candidate's selection for participation in the service activity was the result of a competitive selection process and whether this type of service might be considered especially time-consuming, difficult, or demanding. The Faculty Affairs Office will solicit letters of reference from service referees if the department chooses to provide referee names and email addresses for this purpose.

The Faculty Affairs Office will solicit letters of reference from all referees. The department (not the candidate) should solicit biosketches for each external referee in the form of an NIH biosketch or CV.

Documentation of Teaching and Service

Teaching and Clinical Service Activities Inventory form: Each candidate must provide a completed 2006 Teaching and Clinical Service Activities Inventory form. This form provides members of the CAPT with a complete inventory of the candidate's teaching and represents an important tool in the evaluation process.

Teaching evaluations collected by the department

Course evaluations: Provide all current and past formal student course evaluations. Formal evaluations are a particularly important resource for the CAPT's review and are often found to be much more persuasive than letters from former students and others.

New This Year: Teaching Summary Form: The provost has asked that, where possible, each candidate should provide a completed Teaching Summary Form that provides a quantitative overview of teaching evaluations along with statistical ratings. The candidate may insert additional fields into the form to better reflect his or her teaching venues, etc. A sample Teaching Summary Form can be found on page 8.

For more details regarding the promotion/award of tenure process, please refer to the School of Medicine bylaws and its appendices.

Following is the recommended format for a curriculum vitae and bibliography at Case Western Reserve University School of Medicine. All faculty should maintain a well-organized, up-to-date curriculum vitae and bibliography.

1. Personal data: name; address; education with dates, places, and types of degrees; postgraduate training with dates and places.
2. Professional appointments: dates, names of departments and institutions, and the rank of the appointment.
3. Licensure and board certification when appropriate.
4. Membership in professional societies.
5. Honors and awards.
6. Professional service: service on study sections, editorial boards, professional societies, advisory groups, etc.
7. Service on medical school, hospital or university committees, including the names of the committees and dates of service.
8. Past and present teaching activities: teaching of medical, graduate, postgraduate and undergraduate students and house officers, as well as teaching in undergraduate and other professional schools of the university. The documentation should cover the frequency of the contributions, the number of actual contact hours and additional input such as planning, evaluation and coordination. A listing of former graduate students and their present status would also be a helpful addition. The completed Teaching and Clinical Service Activities Form may substitute for this section of the curriculum vitae for the purposes of the promotions committee. It is the responsibility of each faculty member to maintain a current listing of all teaching contributions.
9. Past and present research support: this list should include the granting agency, duration of the grant, title, the principal investigator, the percent effort of the nominee, and the total direct costs awarded. Applications pending review should be included. If desired, research support may be listed separately as an addendum to the curriculum vitae.
10. Bibliography: references should include the names of all authors, titles of articles, and inclusive pages. Peer-reviewed articles, other articles, abstracts, presentations, chapters, and books should be listed separately, as should articles that have been submitted or are in preparation.

A COMPLETE PROMOTION PACKET CONTAINS:

- Nomination letter by the chair, addressed to Dean Horwitz

- If applicable, nominating letter(s) from
 chair(s) of department(s) where the candidate holds secondary appointment(s),
 hospital division chief
- Teaching evaluations collected by the department, e.g., all (not a selection of) current
 and past formal student course evaluations,
- Signed and dated report from the department promotions committee that lists the
 numeric vote. Report separate votes on promotion and tenure
- Curriculum vitae, including bibliography and listing of past and present research
 support. The CV must be dated and must show dates of faculty appointments.
- Professional self-description, maximum length 2 pages; may be affixed to the CV.
 - 2006 Teaching and Clinical Service Inventory form
 - 2006 Teaching Summary form
 - Candidate's key reprints, a maximum of **FIVE** reprints
- *Referee lists with complete street and **email** addresses.
 - External referees – selected by department chair
 - External referees – selected by the candidate
 - Collaborators, former mentors and colleagues suggested by department chair and candidate
 - Faculty teaching referees suggested by candidate
 - List of students, graduate students, residents, and post-doctoral trainees who can
 be asked to write evaluations. suggested by candidate
 - Chief residents from previous three years, if candidate teaches residents.
 provided by the department chair.
- Service referees: selected by department chair and candidate
- Other (list)

TEACHING SUMMARY - 2006

Candidate: _____

Department: _____

Course/Seminar/ Lecture Name	Date(s) taught	Enrollment	Summary of Objective Evaluation s	Overall Course rating (scale x-x)	Number of response s	Overall effectiveness o Instructor