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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p> <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <h1 style="text-align: center;">Annual Merit Review<br/>and<br/>Promotion &amp; Tenure<br/>Workshop*</h1> <p style="text-align: center;">Kenneth C. Palmer, Ph.D.<br/>Vice Dean</p> <p>* Stephen Lerner, M.D.</p> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p> <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <h2 style="text-align: center;">Why A Workshop?</h2> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> <b>Faculty need information</b> </div> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="text-align: right; width: 20%;"><u>Percent</u></th> </tr> </thead> <tbody> <tr> <td>• Never reviewed promotion criteria</td> <td style="text-align: right;">25</td> </tr> <tr> <td>• Limited/no understanding of criteria</td> <td style="text-align: right;">38</td> </tr> <tr> <td>• Never discussed progress toward promotion with dept chair/div head</td> <td style="text-align: right;">35</td> </tr> <tr> <td>• Discussed progress <b>once</b></td> <td style="text-align: right;">31</td> </tr> </tbody> </table> <p>* 2005 Faculty survey (Junior faculty, MD/PhD: n=512)<br/>Univ. of Colorado</p> |  | <u>Percent</u> | • Never reviewed promotion criteria | 25 | • Limited/no understanding of criteria | 38 | • Never discussed progress toward promotion with dept chair/div head | 35 | • Discussed progress <b>once</b> | 31 |
|--|--|--|----------------|-------------------------------------|----|--|----|--|----|----------------------------------|----|
|  | <u>Percent</u>   |  |                |                                     |    |  |    |  |    |                                  |    |
| • Never reviewed promotion criteria  | 25   |  |                |                                     |    |  |    |  |    |                                  |    |
| • Limited/no understanding of criteria   | 38   |  |                |                                     |    |  |    |  |    |                                  |    |
| • Never discussed progress toward promotion with dept chair/div head   | 35   |  |                |                                     |    |  |    |  |    |                                  |    |
| • Discussed progress <b>once</b>   | 31   |  |                |                                     |    |  |    |  |    |                                  |    |

| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2>The need for information</h2>   |  |                |  |    |              |  |                        |  |                    |  |                           |   |
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| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="text-align: right; border-bottom: 1px solid black;"><u>Percent</u></th> </tr> </thead> <tbody> <tr> <td>• Do not have a faculty mentor to assist in career development</td> <td style="text-align: right; vertical-align: bottom;">48</td> </tr> <tr> <td>• No mentor:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">– Clinicians (69%) vs.</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">– Scientists (32%)</td> <td></td> </tr> <tr> <td>• Worried about promotion</td> <td style="text-align: right; vertical-align: bottom;">?</td> </tr> </tbody> </table> |  | <u>Percent</u> | • Do not have a faculty mentor to assist in career development | 48 | • No mentor: |  | – Clinicians (69%) vs. |  | – Scientists (32%) |  | • Worried about promotion | ? |
|  | <u>Percent</u>  |  |                |  |    |              |  |                        |  |                    |  |                           |   |
| • Do not have a faculty mentor to assist in career development                                     | 48  |  |                |  |    |              |  |                        |  |                    |  |                           |   |
| • No mentor:   |   |  |                |  |    |              |  |                        |  |                    |  |                           |   |
| – Clinicians (69%) vs.   |   |  |                |  |    |              |  |                        |  |                    |  |                           |   |
| – Scientists (32%)   |   |  |                |  |    |              |  |                        |  |                    |  |                           |   |
| • Worried about promotion  | ?   |  |                |  |    |              |  |                        |  |                    |  |                           |   |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2>Objectives</h2>   |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• Share information about promotion</li> <li>• Emphasis: <ul style="list-style-type: none"> <li>– Promotion to Associate Professor <ul style="list-style-type: none"> <li>• Clinician-educators</li> <li>• Research-educators</li> </ul> </li> </ul> </li> <li>• Mentoring</li> <li>• Tenure</li> <li>• Promotion to full Professor</li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p> <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <h2 style="text-align: center;">Merit and/or Promotion</h2> <ul style="list-style-type: none"> <li>• Who makes the decisions? <ul style="list-style-type: none"> <li>- Department P&amp;T Committee</li> <li>- The SOM Promotions and Tenure Committee (EC)</li> <li>- WSU P&amp;T Committee</li> </ul> </li> <li>• What documents do they need? <ul style="list-style-type: none"> <li>- The CV is only part of the story</li> <li>- Personal statement (optional), activity summary, teaching grid, teaching portfolio</li> </ul> </li> <li>• What are your chances?</li> <li>• How many publications do you need?</li> <li>• Myths and misperceptions <ul style="list-style-type: none"> <li>- Revealing the secrets and mysteries</li> </ul> </li> </ul> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p> <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <h2 style="text-align: center;">Why Are We In The Dark?</h2>  |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2 style="text-align: center;">Only 24 Hours In A Day</h2> <ul style="list-style-type: none"> <li>• Establish laboratory, become independent investigator, supervise graduate students, obtain grants (?)</li> <li>• Clinical duties and patient "throughput" <ul style="list-style-type: none"> <li>– 70-90 percent of time in direct patient care</li> <li>– SOM increasingly dependent on clinical revenues</li> <li>– "Economic glue holding SOM budget together"</li> </ul> </li> <li>• Develop courses, reform the curriculum</li> <li>• Comply with regulations &amp; paperwork demands</li> <li>• Perform university and community service</li> <li>• Balance family and work</li> </ul> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2 style="text-align: center;">SOM P&amp;T Committee</h2> <ul style="list-style-type: none"> <li>• <b>15 members (plus a student)</b></li> <li>• <b>Associate or full Professor</b></li> <li>• <b>10 tenured members (5 Basic and 5 Clinical)</b></li> <li>• <b>5 Clinician-Educators</b> <ul style="list-style-type: none"> <li>– Vote on all but tenure</li> </ul> </li> </ul> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p> <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <h2 style="text-align: center;">Annual Merit Review</h2> <ul style="list-style-type: none"> <li>• Mandated by the AAUP/AFT contract for all represented faculty</li> <li>• Review by departmental and School of Medicine committees of academic accomplishment over the preceding three years (heavy emphasis on the immediate past <b>calendar</b> year)</li> <li>• Opportunity to assess progress from year to year</li> <li>• Salary increases for; <ul style="list-style-type: none"> <li>- Scholarship (3/7 of the total pool),</li> <li>- Teaching (3/7), and</li> <li>- Service (1/7) are determined by Merit Review</li> </ul> </li> </ul> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2 style="text-align: center;">Significance of Promotion<br/>(and Tenure)</h2> <ul style="list-style-type: none"> <li>• Recognition of academic accomplishment and advancement by faculty members at the Department and School levels</li> <li>• Recognition and commitment by the University P&amp;T Committee and the Provost (and the Board of Governors)</li> <li>• Promotional raise</li> </ul> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2 style="text-align: center;">Faculty Tracks</h2> <ul style="list-style-type: none"> <li>• Know your appointment track! <ul style="list-style-type: none"> <li>- Research-Educator</li> <li>- Clinician-Educator</li> <li>- Research</li> </ul> </li> <li>• Refer to the <u>Factors and Guidelines for Promotion</u></li> <li>• Track is stated explicitly by the Chair in the Letter of Offer, which you sign at the time of appointment; Research-Educator is the default track, so it will not be specified</li> <li>• The criteria for appointment and promotion depend on the rank and track</li> </ul> |
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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h1>Explain</h1>   |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• You know yourself better than anyone else.</li> <li>• The reviewers will not always understand the significance of an entry in the CV.</li> <li>• For any entry in the CV where its impact or your role is not obvious, provide a brief explanation of impact and/or your role below the entry. You may also provide an explanation in a Personal Statement.</li> <li>• The Chair's letter should provide explanation of your major accomplishments.</li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h1>Personal Statement</h1>   |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• <u>Not required</u> at this time, but strongly recommended to convey your view of your academic career and where you are heading.</li> <li>• Set your evaluation materials in the perspective of your discipline, so an outside evaluator understands the big picture of your academic life and the relationships among the various components.</li> <li>• Can also be used for self-evaluation and for helping others to mentor you.</li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2>Personal Statement (2)</h2>   |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• Possible points to consider: <ul style="list-style-type: none"> <li>– What am I doing?</li> <li>– Why am I doing it?</li> <li>– What do I want to accomplish?</li> <li>– What is my vision?</li> <li>– How am I doing it (methods/strategies)?</li> <li>– How well am I doing it?</li> <li>– Where am I going in this aspect of my career?</li> <li>– Where am I going overall?</li> </ul> </li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2>P&amp;T Process</h2> <h3>External Review Letters</h3>   |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• Extremely important!</li> <li>• Candidate and Chair (or designee) provide at least SIX names, contact information, and position and qualifications</li> <li>• All reviewers must be at or above the rank to which the candidate is to be promoted</li> <li>• The Department solicits at least three, and the SOM P&amp;T Committee solicits at least three</li> <li>• Reviewers should not have any direct academic relationship with the candidate (e.g., mentor, former departmental colleague, collaborator)</li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2>P&amp;T Process</h2> <h3>External Review Letters</h3>  |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• The most credible letters critically review the scholarly (and teaching, if known) accomplishments of the candidate</li> <li>• It adds credibility if the writer mentions his/her prior experience on a P&amp;T Committee</li> <li>• Very helpful if the writer concludes with a statement that the candidate would surely be promoted in a comparable track at his/her institution (or even "would be competitive")</li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p>  | <h2>P&amp;T Process</h2>   |
| <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <ul style="list-style-type: none"> <li>• Promotion package is initiated by Department       <ul style="list-style-type: none"> <li>- CV, TP, and 3 external review letters are reviewed by Dept. P&amp;T Committee</li> <li>- If approved by P&amp;T Comm., Dept. Chair's letter of support (<b>very important</b>) accompanies the package to SOM Executive Committee</li> </ul> </li> <li>• Exec. Comm. of the Fac. Senate functions as the SOM P&amp;T Committee       <ul style="list-style-type: none"> <li>- Package (plus 3 additional external letters solicited by the SOM) is reviewed by P&amp;T Comm. in early Dec.</li> <li>- If denied, can be appealed in January</li> <li>- If approved (2/3 vote), sent to WSU with P&amp;T Chair letter</li> </ul> </li> </ul> |

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| <p><b>WAYNE STATE UNIVERSITY</b><br/>SCHOOL OF MEDICINE</p> <p>Office Of<br/>Faculty Affairs,<br/>Human Resources<br/>and<br/>Professional<br/>Development</p> | <h2 style="text-align: center;">Final Recommendations</h2> <ul style="list-style-type: none"> <li>• Read the <i>Rules (Factors &amp; Guidelines)</i></li> <li>• Document everything: <ul style="list-style-type: none"> <li>– Up-to-date CV</li> <li>– Annual Activity Summary</li> <li>– Examine: grid; scholarship examples; portfolio guidelines</li> <li>– Save teaching evaluations and obtain letters</li> </ul> </li> <li>• Use Annual Reviews wisely</li> </ul> |
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