

# Maximizing Your Chances for Promotion and Tenure

Dan Anker

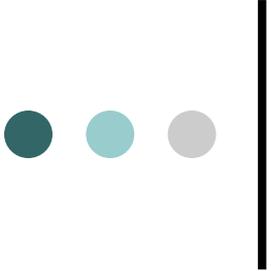
Associate Dean for Faculty Affairs  
and Human Resources

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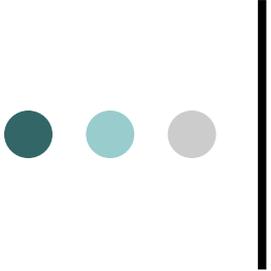


Promotion is a good thing.



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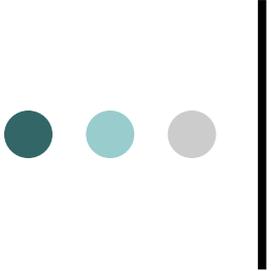
# Academic Ranks in the School of Medicine

- Instructor
- Senior Instructor
- Assistant Professor
- Associate Professor
- [Award of Tenure]
- Professor



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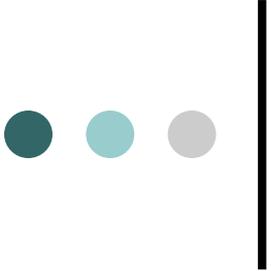
# Appointment Tracks in the School of Medicine

- Instructors & Senior Instructors are not on either track.
- At time of appointment or promotion to Assistant Professor, all faculty appointments are either on:
  - 1. the tenure track
  - 2. the non-tenure track



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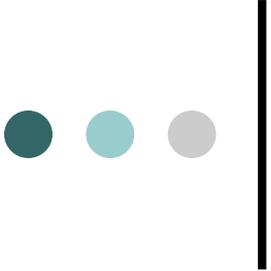
# Excellence

- 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.



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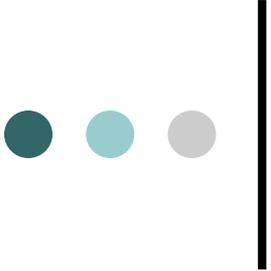
# Non-Tenure Track

- Faculty in the **non-tenure track** must demonstrate excellence in either 1) research; 2) teaching; or 3) clinical service.



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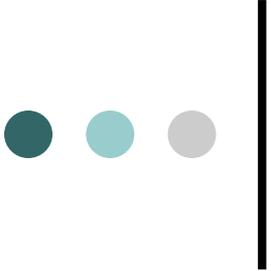
# Non-Tenure Track

- If **research** is the candidate's strength, the **same standards in the tenure track** for associate professor and professor apply.



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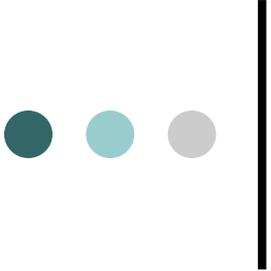
# Non-Tenure Track

- 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.



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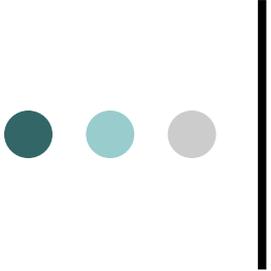
# Non-Tenure Track Teaching

- 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.



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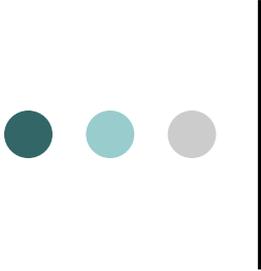
# Teaching Portfolio

- Philosophy of Teaching/Personal Development
- A Teaching Inventory
- Important Teaching Contributions
- Evaluations and Awards



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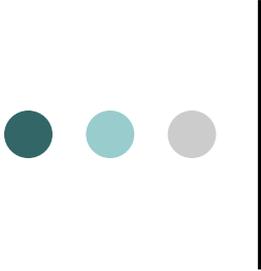
# Clinical Excellence

- Participation in professional societies, especially in leadership positions;
- Invitations to present at academic medical centers on clinical expertise;
- Development of new practice methods and recognition



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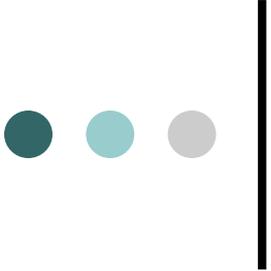
# Non-Tenure Track

- 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).



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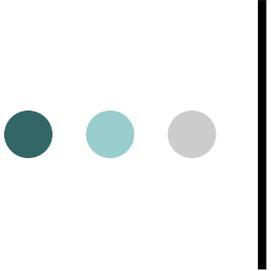
# Tenure Track

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



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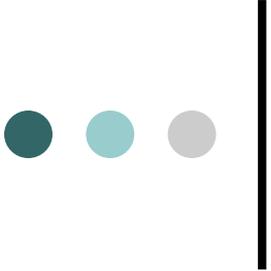
# Tenure Track

- 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**.



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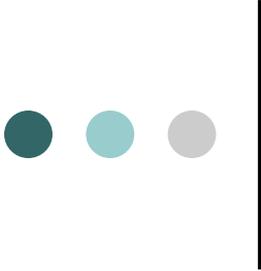
# Tenure Track

- Research accomplishments may be made either as an individual or in the team science setting, but candidates relying on team achievements must demonstrate their own originality, creativity, indispensability, and contributions.



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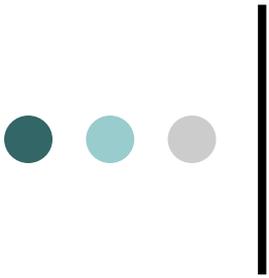
# Tenure Track

- 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.



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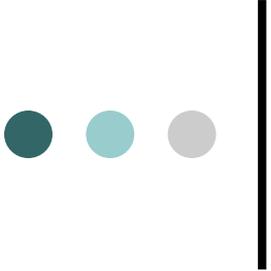


# Ten things to Remember about Promotion and Tenure



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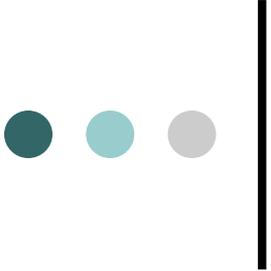
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- Your promotion and tenure focus should be continuing, not sporadic or just in the year before your candidacy. You should be concerned with promotion and tenure every year.



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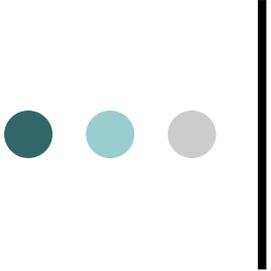
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- Your CV is a critical document. Keep it current. Use the standard CWRU format (available under misc. forms at <http://casemed.case.edu/facultyaffairs/administrators/faculty-forms.cfm>).



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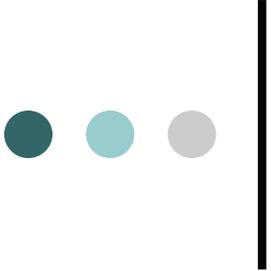
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- Find mentors. Network among similarly situated colleagues.



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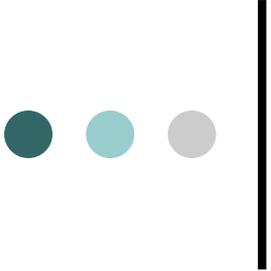
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- Use your annual faculty evaluation meeting with your chair or division director for your benefit. Discuss your chances for promotion and tenure and your progress at that meeting. You should help set some of the agenda.



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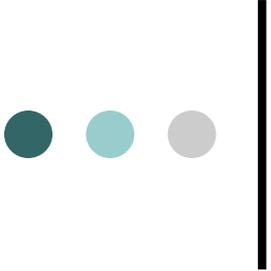
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- Get known by colleagues at other institutions, professional organizations, etc. Present papers. Review for journals. Present visiting lectures, accept visiting appointments, etc. Any professional activity extending beyond CWRU will be worth it.



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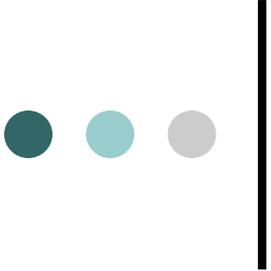
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- Document your teaching. One of the weakest parts of almost every candidate's file is the record of teaching. Document teaching responsibilities as they happen as part of keeping your curriculum vitae up-to-date.



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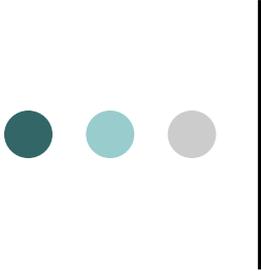
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- Service contributions are important but, especially for junior faculty, should be carefully considered before accepting an assignment. By service in this context, we mean good citizenship: service on committees, administrative contributions, contributions 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.



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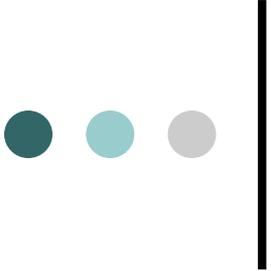
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- Scholarship is the key criterion for promotion and tenure. No single definition of scholarship has been accepted by the faculty. The key concepts include evidence-based research and teaching, peer review, hypothesis driven research, whether concerning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



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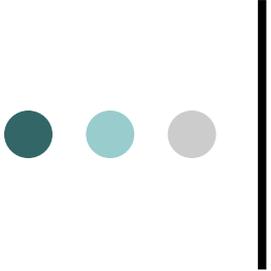
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- Make yourself indispensable. Try to find the niche or the role that no one else can play in your department and fill it.



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- You are responsible for your promotion and tenure, for your research, teaching, and service, not your chair not your division director but you. Take control.



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