

II. The Ten Steps for Promotion

Promotion in faculty rank is given by the Medical School and University of Michigan only after a lengthy process of evaluation involving your academic department, external evaluators, committees within the Medical School, the Dean, and for higher levels of the faculty ladder, the EVPMA, the Provost, and the President. (Senior level promotions in the Instructional Track require further approval by the Board of Regents.) It is important to note that academic promotion is generally not a reward for services rendered but the reward for scholarly work that adds significantly to your field as well as for important contributions in clinical activities, teaching, and administration. At the highest levels of our faculty ladder (professor, clinical professor, and research professor) the University expects our faculty to be the academic leaders in their fields.

These are some points that may help you initiate and navigate through this process.

1. Read the enclosed overview of our faculty structure and expectations (Medical School Faculty Model – 2006. More information can be found in the Faculty Handbook. <http://www.med.umich.edu/medschool/faculty/handbook/>
2. Once you are familiar with the faculty structure and have defined your expectations, discuss your career path and timelines for promotion with your chair or the chair's delegate. Usually departmental promotion committees meet in the spring for the next year's promotion cycle and review your promotion file.
3. Update your CV and make sure that your CV conforms to our usual pattern and check it rigorously for precision, lack of duplication, typos etc. http://www.med.umich.edu/medschool/faculty/promopackage/AppendC_CVGuidelines.pdf
4. Document your role as an educator. Collect all your teaching evaluations from students, residents, fellows or other groups, since your last promotion. Compose an educator's portfolio. This document describes your teaching responsibilities and highlights one or two major educational accomplishments. For instructions see: <http://www.med.umich.edu/medschool/faculty/portfolio/>
5. Utilize the Office of Faculty Affairs team freely for advice.
6. When you are ready for promotion give your chair the following items for your promotion file.
 - a.) CV
 - b.) Educator's Portfolio – and copies of any teaching evaluations you have.
 - c.) Talking Points – this is a single page document that explains your career, accomplishments, goals, and brings out your strong points.

- d.) Five pieces of your best work, since your last promotion or appointment (usually peer-reviewed papers, but dependent on the track, may include other published work).
 - e.) Your own bibliographic notes on these papers. This is generally a single page document that explains for each paper, why you selected the paper, any unique and seminal contributions, and exactly what was your contribution to the paper (including an explanation of the authorship position). Each paper should be keyed to its place in your CV. The citation survey may be useful to demonstrate impact of some or all of your papers. The number of citation hits can be mentioned if this information is thought to give good evidence of impact. The URL to check on citations is as follows:

<http://www.lib.umich.edu/taubman/>

 - Click on Databases by Subject
 - Under Medicine click on Science Citation Index (Web of Knowledge)
 - Under CrossSearch click on “More search fields”
 - Under Author/Inventor type in your last name followed by initials
 - Find the article you are looking for and click on “Web of Science”
7. Your chair selects five reviewers for an appraisal of you and your work – after reviewing your CV and papers. For promotion to associate or full professor 5 external, unbiased reviewers are necessary. For junior level promotions 3 to 5 internal or external letters suffice. You can discuss this with the chair and offer some recommendations (pro and con) regarding evaluators.
 8. The chair then submits the promotion package to the Office of Faculty Affairs by October 1. The Medical School promotion committees (these are, in a sense, juries of your peers) will discuss your work in detail, trying to reconcile your aspirations and productivity to the academic standards of the Medical School and University. Once the promotion committees agree that promotion is justified, the Medical School Executive Committee undertakes a similar deliberation. The Dean and the EVPMA must then concur.
 9. Your promotion file, including a final letter from the Dean, is then sent to the Office of the Provost by February 22. The Provost reviews each package and may obtain broad consultation. Senior level promotions in the Instructional Track require further approval by the Board of Regents, usually at their May meeting.
 10. If all goes well, promotions will be effective on September 1, at the beginning of an academic year.