## Agenda

<table>
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<th>Topic</th>
<th>Speaker</th>
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<tbody>
<tr>
<td>Faculty Promotions at Feinberg</td>
<td>Farzaneh A. Sorond, MD, PhD</td>
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<td>Vice Dean for Academic Affairs</td>
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<td>Professor of Neurology</td>
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<td>Teaching Opportunities</td>
<td>Marianne M. Green, MD</td>
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<td>Vice Dean for Education</td>
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<td>Professor of Medicine and Medical Education</td>
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<td>Research Career Development Support</td>
<td>Rick McGee, PhD</td>
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<td>Associate Dean for Professional Development</td>
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<td>Professor of Medical Education</td>
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<td>Preparing the Promotion Packet: Strategies and Tips for Success</td>
<td>Robert G. Kalb, MD</td>
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<td>Chair, Feinberg APT Committee</td>
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<td>Professor of Neurology</td>
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<td>Mercedes R. Carnethon, PhD</td>
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<td>Co-Chair, Feinberg APT Committee</td>
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<td>Professor of Preventive Medicine</td>
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<td>Q &amp; A</td>
<td>All panelists</td>
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Zoom Meeting Logistics

• All audience members will be muted throughout the program.
• Presenters will answer questions in the final portion of the program.
• Send questions via the Q&A feature in Zoom.
• To ask questions aloud during the final Q&A portion, please use the Raise Hand feature in Zoom and unmute yourself when prompted.
Introducing the Faculty Affairs Office
Who Are We?

J. Nortearnwestern Medicine

Farzaneh A. Sorond, MD, PhD
Vice Dean for Faculty Affairs

Erin Elmore
Program Assistant 4

Linda I. Suleiman, MD
Associate Dean for Diversity and Inclusion

Rick McGee, PhD
Associate Dean for Professional Development

Marcie B. Weiss
Associate Dean for Faculty Affairs

Jessica Thurk
Director of Faculty Affairs

Ila Allen, PhD
Recruitment Coordinator

Courtney McGrosso
Business Coordinator

Julie Piacentine
Business Analyst

Danielle Cherry
Senior Program Administrator

fao@northwestern.edu
Faculty Affairs Office

Administration

- Strategy and planning
- Staffing
- Regulatory/compliance
- Reporting and analytics
- System administration and support
- Outreach, meetings, presentations
- Website administration
- Nemmer’s prize coordination
- General administration

Recruit & Appoint

- Hiring Plan
- Pre-search
- Leader Searches
- Offers, waivers, counters
- New appts
- Research staff, visitor, postdoc appts
- Secondary appts
- Transfers, changes, LOA
- Departures

Develop

- WFO & MFC
- Academic clinician development
- Faculty educational development
- Development for researchers

Promote

- Promotion and tenure
- Tenure-eligible reviews
- Annual performance reviews

Retain

- Appointment changes
- Emeritus nominations
- Endowed professorships
- Institutes & centers
Career Journey & Faculty Experience

Example Journey *(journeys will vary by faculty member)*

1. Recruitment  
2. Onboarding  
3. Development event (e.g., participate in FAME program)  
4. Retention/Recognition event (e.g., recognized with an award)  
5. Promotion to Associate Professor  
6. Development event (e.g., participate in grant-writing program)  
7. Retention/Recognition event (e.g., become Center Director)  
8. Development event (e.g., participate in LEAP)  
9. Promotion to Professor  
10. Retention event (e.g., receive endowed professorship)  
11. Retention event (e.g., attain Emeritus status)  
12. Transition to “The Great Beyond”
Faculty Affairs Office

Appointments, recruiting and career development

Faculty are our most valuable resource.

At Northwestern University Feinberg School of Medicine, we believe that our faculty are critical to achieving and maintaining a leadership position among academic medical centers. Learn how we support our faculty in the work they do today and in developing personalized and rewarding careers.
Information Guide for Appointments, Promotion and Tenure

Northwestern University Feinberg School of Medicine
March 21, 2021


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Feinberg Faculty Career Tracks

- Investigator (tenure)
- Clinician-Educator (non-tenure)
- Team Scientist (non-tenure)
- Research (non-tenure)
Clinician-Educator Track
Clinician-Educator Track

- Clinical
- Education
- Research
- Health Services Management
- Community Engagement

- MDs with significant clinical responsibilities
- PhDs or other professional degrees with significant clinical responsibilities (e.g., psychologists, physical therapists, etc.)
- Specialize in two of five domains
- Community engagement is a new domain introduced in fall 2020
- Non-tenure track
## Promotion for Clinician-Educators

<table>
<thead>
<tr>
<th>Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
</tr>
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<tbody>
<tr>
<td>• Board certification</td>
<td>• Minimum of six years at the assistant professor level</td>
<td>• Minimum of five years at the associate professor level</td>
</tr>
<tr>
<td>• Evidence of academic contributions</td>
<td>• Sustained pattern of excellence and impact in two domains that has resulted in significant regional/national recognition of achievements</td>
<td>• Multiple contributions in two domains with a substantial impact in the field that have resulted in national/international recognition of achievements</td>
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</table>
### Domains of Activity on the Clinician-Educator and HSC/Academic Tracks and Examples of Accomplishments

<table>
<thead>
<tr>
<th>Domain</th>
<th>Scholarship</th>
<th>Recognition and Leadership</th>
<th>Professional Service*</th>
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<tr>
<td><strong>Clinical Impact and Recognition</strong></td>
<td>• Development and implementation of clinical protocols and guidelines&lt;br&gt;• Development and implementation of innovative clinical programs or quality initiatives&lt;br&gt;• Unique expertise in clinical or consultative specialty&lt;br&gt;• Publication of case reports, reviews, editorials and book chapters</td>
<td>• Leadership activity in professional organizations&lt;br&gt;• Editorial activity for medical journals&lt;br&gt;• Recognition by community or peers as clinical leader&lt;br&gt;• Consultative positions in governmental or nongovernmental organizations&lt;br&gt;• Consistent outstanding evaluations as a clinician from residents and medical students&lt;br&gt;• Participation in the development of clinical guidelines, statements, and other expert opinion documents that form the basis for the national standard for patient care</td>
<td>• Provision of high-quality, evidence-based patient care&lt;br&gt;• Service contributions to the academic medical center, medical school, or university&lt;br&gt;• Community outreach&lt;br&gt;• Mentorship of junior faculty, fellows, and residents.</td>
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<tr>
<td><strong>Teaching and Education</strong></td>
<td>• Novel contributions to education research and development&lt;br&gt;• Development of new approaches to teaching (e.g., audiovisual, web-based, texts, manuals, curriculum development, and student assessment and educational/programmatic evaluation)&lt;br&gt;• Collaborations with Searle Center for Teaching Excellence</td>
<td>• Receipt of teaching awards&lt;br&gt;• Recurring exceptional teaching effectiveness on evaluations&lt;br&gt;• Leadership activities in residency programs or medical student clerkships.&lt;br&gt;• Leadership activities in medical school or university education.&lt;br&gt;• Leadership in national organizations whose primary focus is education.&lt;br&gt;• Editorial activity for education journals&lt;br&gt;• Visiting professorships, national presentations, and invited lectures.</td>
<td>• Teaching medical students in courses such as Problem Based Learning and Medical Decision Making is expected (<a href="http://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/index.html">http://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/index.html</a>)&lt;br&gt;• Mentorship of junior faculty, fellows, and residents.</td>
</tr>
<tr>
<td><strong>Original Research</strong></td>
<td>• Contribute to publications of innovative, original research as a PI or member of a research team&lt;br&gt;• Consistent receipt of extramural funding (e.g., governmental and nongovernmental)&lt;br&gt;• Principal investigator of multicenter studies or collaborations</td>
<td>• Editorial activities for journals&lt;br&gt;• Leader of scientific review committees&lt;br&gt;• Leadership activity in professional organizations&lt;br&gt;• Participation in scientific review for granting agencies&lt;br&gt;• Awards</td>
<td>• Demonstration of effective administration of health care delivery&lt;br&gt;• Participation in administration of medical school departments and centers&lt;br&gt;• Committee service (departmental, medical school, or university).&lt;br&gt;• Mentorship of junior faculty, fellows, and residents.</td>
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<tr>
<td><strong>Health Services Management</strong></td>
<td>• Scholarly evaluation of health care delivery with publication of findings regarding the effects of administrative interventions&lt;br&gt;• Development of physician leadership training programs (e.g., administrative fellowship with MBA at Kellogg)&lt;br&gt;• Development of innovative administrative programs</td>
<td>• Administrative leadership activity in the medical center, medical school, or university&lt;br&gt;• Department or division leadership activity (e.g., chair, vice chair, director)&lt;br&gt;• Leadership in faculty development.&lt;br&gt;• Leadership activity in professional organizations</td>
<td>• Committee service (departmental, medical school, or university).&lt;br&gt;• Mentorship of junior faculty, fellows, and residents.</td>
</tr>
<tr>
<td><strong>Community Engagement</strong></td>
<td>• Contribute to community-engaged research activities and publication of the findings&lt;br&gt;• Development of community-based clinical and/or educational programs&lt;br&gt;• Development of training, learning opportunities, toolkits and related resources for community partners&lt;br&gt;• Additional forms of scholarship, such as collaborative authorship contributions to community health needs or asset reports, evidence-based practice guidelines, and policy documents&lt;br&gt;• Curricular design or leadership over educational or training programs that are developed, implemented, and evaluated in collaboration with community partners to respond to community-identified needs, concerns, or interests (e.g. service learning programs)</td>
<td>• Receipt of awards for community-based activities and service&lt;br&gt;• Leadership or co-leadership of community-based initiatives&lt;br&gt;• Research leadership/innovation in strong partnership with community organizations, including serving as co-PI, PI, or co-investigator on externally funded community-based research projects with community organization investigators</td>
<td>• Education about, and/or promotion of, clinical research in a community setting&lt;br&gt;• Service on governance or advisory committees in a community organization&lt;br&gt;• Mentoring community organization staff in research planning and/or funding proposals&lt;br&gt;• Teaching activities conducted in community settings for Northwestern medical and/or graduate students/residents/clinical post-doctoral fellows/practitioners – lectures, courses, individual instruction&lt;br&gt;• Teaching activities conducted in community settings for community residents, such as elementary or high school students, employees of community or faith organizations, or community residents served by sponsoring service organizations – workshops, lectures, courses, individual instruction</td>
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</table>

*Professional Service represents activities expected of faculty members for promotion by virtue of their faculty appointment and should be combined with activities that demonstrate Scholarship or Recognition and Leadership for successful promotion.*
Know your domains!
The most common reason Clinician-Educators are unsuccessful in obtaining promotion is that the packet is not aligned with the recorded domains.

Domain Changes
• Confirm your domains by logging into the Feinberg Faculty Portal and navigating to Profile > Current Appointment
• NTE Clinician-Educators may change domains, but must do so before the promotion application is received in the Dean’s Office (i.e., by Sept. 1)
• After the promotion application is received, the domains are locked
• Domains used for promotion to associate professor and to professor do not have to be the same
Figure 2: Promotion Process for Faculty on Non-tenure-eligible Clinician-Educator, Team Scientist, and Health System Clinician/Academic Tracks

- **Candidate** prepares promotion dossier (includes reference list)

- **Dept**
  - Dept Chair's office solicits external reference letters
  - Review of dossier by Dept APT Committee which advises Dept Chair
  - Dept Chair nominates candidate & submits dossier (including external letters) to FAO

- **FSM Faculty Affairs Office (FAO)**
  - Reviews dossier for completeness

- **Ad Hoc Committee**
  - Reviews dossier and makes recommendation to Dean

- **FSM APT Committee**
  - Reviews dossier and APT decision; decides whether to recommend approval of promotion

- **Dean**
  - Reviews FSM's decision and decides whether to approve promotion

- **Provost**
**Investigator Track**

- Tenure track
- Probationary period (a.k.a. “tenure clock”) is 9 years
- Appointed to one of two pathways

<table>
<thead>
<tr>
<th>Scientist Pathway</th>
<th>Physician-Scientist Pathway</th>
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<tbody>
<tr>
<td>For scientists without clinical or service responsibilities</td>
<td>Physicians or other healthcare professionals who devote the majority of their effort to original, independent research</td>
</tr>
<tr>
<td>Most effort directed towards original, independent research</td>
<td>Typically, have limited clinical and/or service responsibilities</td>
</tr>
<tr>
<td>Teach graduate and/or medical students</td>
<td>Teach graduate and/or medical students, residents, and fellows</td>
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<tr>
<td>Institutional service</td>
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<tr>
<td>Assistant Professor</td>
<td>Associate Professor w/Tenure</td>
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<td>-----------------------------------------------------------------------------------</td>
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<tr>
<td>• Tenure clock starts with appointment as Assistant Professor</td>
<td>• At least 6 years the rank of Assistant Professor</td>
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<td>• Likelihood of continued high impact research</td>
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<td></td>
<td>• Significant external funding to support research</td>
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<td></td>
<td>• Publish innovative, original research in peer-reviewed journals (first or last author) as an independent investigator</td>
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<td></td>
<td>• Evidence of significant external/national recognition</td>
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**Professional Service** represents activities expected of faculty members for promotion by virtue of their faculty appointment and should be combined with activities that demonstrate **Scholarship** or **Recognition and Leadership** for successful promotion.

## Dimensions of Achievement and Examples of Contributions

<table>
<thead>
<tr>
<th>Activity on the Investigator Track and Examples of Accomplishments</th>
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<tbody>
<tr>
<td><strong>Scholarship (Publications)</strong></td>
</tr>
<tr>
<td>• No requirement for a specific number of publications</td>
</tr>
<tr>
<td>• The impact, quality, and quantity of the publications are evaluated</td>
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<tr>
<td>• An impactful body of work based on work accomplished as an independent investigator.</td>
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*Professional Service represents activities expected of faculty members for promotion by virtue of their faculty appointment and should be combined with activities that demonstrate Scholarship or Recognition and Leadership for successful promotion.*
Investigator Track Procedural Issues

• **Switching Career Tracks**
  - Tenure-eligible Physician-Scientist Assistant Professors can be considered for a switch to the Clinician-Educator track
  - This should typically be done no fewer than 3 years prior to the end of their probationary period

• **Dean’s Pre-review of CV is required for:**
  - Early award of tenure – expectation that candidate will have completed in a shorter period of time what is expected during a 9-year probationary period
  - Promotion to tenure-eligible Associate Professor
Figure 1: Promotion and Tenure Process for Tenure Track Faculty

1. **Candidate**
   - Candidate prepares promotion dossier (includes referee list)

2. **Dept**
   - Review by Dept APT Committee which advises Dept Chair
   - Dept Chair nominates candidate & submits dossier to FSM FAO
   - In cases of disapproval or external letters with negative comments, Dept Chair is given opportunity to respond to Ad Hoc Committee

3. **FSM Faculty Affairs Office (FAO)**
   - Reviews dossier for completeness and creates an Ad Hoc Committee
   - Solicits letters of reference from referees recommended by both the candidate and the Ad Hoc Committee
   - Disapproved

4. **Ad Hoc Committee**
   - Suggests additional referees to evaluate candidate
   - Reviews dossier (including external letters); drafts recommendation
   - Approved
   - Final Ad Hoc report prepared and added to dossier

5. **FSM APT Committee**
   - Reviews dossier and makes recommendation to Dean

6. **Dean**
   - Reviews dossier and APT decision; decides whether to recommend approval of promo and/or tenure

7. **Provost**
   - Reviews FSM’s decision and decides whether to approve promo and/or tenure
Team Scientist Track
### Team Scientist Track

- Implemented in 2015
- Non-clinical faculty who specialize in one of two domains
- All faculty in this track contribute to the education and service missions of the school

<table>
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<tr>
<th>Research Domain</th>
<th>Education Domain</th>
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</table>
| - Typically engage in multiple research teams  
  - Play a key role to obtain, sustain, and implement programmatic research and elevate the success of research teams  
  - Typically contribute as co-investigator, but also as a PI | - Recognized as outstanding educator  
  - Contribute to course development, degree program leadership, and other innovative educational products |
Promotion for Team Scientists

Associate Professor

- Minimum of **six** years at the assistant professor level, except in unusual circumstances
- Sustained pattern of excellence and impact in their primary domain that has resulted in significant regional/national recognition of achievements

Professor

- Minimum of **five** years at the associate professor level, except in unusual circumstances
- Multiple contributions in their primary domain with a substantial impact in the field that has resulted in national/international recognition of achievements
### Domains of Activity on the Team Scientist Career Track and Examples of Accomplishments

<table>
<thead>
<tr>
<th>Domain</th>
<th>Dimensions of Achievement and Examples of Contributions</th>
<th>Professional Service*</th>
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</thead>
</table>
| **Research** | • Contribute to publications of innovative, original research as a member of a research team or lead or senior author  
• Consistent receipt of extramural (e.g., governmental and nongovernmental) funding in programmatic role as a co-investigator where a key role was played in the project  
• Principal or co-investigator of multicenter studies or collaborations  
• Principal or co-investigator on research grants  
• Leadership of a major data core on a center grant or multiple project grant  
• Contribute to publications of innovative, original research as a member of a research team or lead or senior author  
• Consistent receipt of extramural (e.g., governmental and nongovernmental) funding in programmatic role as a co-investigator where a key role was played in the project  
• Principal or co-investigator of multicenter studies or collaborations  
• Principal or co-investigator on research grants  
• Leadership of a major data core on a center grant or multiple project grant  | • Review activities for journals.  
• Mentorship of junior faculty, fellows, and graduate students. |
| **Education** | • Novel contributions to education research and development  
• Development of new approaches to teaching (e.g., audiovisual, web-based, texts, manuals, curriculum development, and student assessment and educational/programmatic evaluation)  
• Evidence for dissemination of teaching scholarship  
• Collaborations with Searle Center for Teaching Excellence  
• Receipt of teaching awards  
• Recurring exceptional teaching effectiveness on evaluations  
• Leadership activities in medical school or university education.  
• Leadership in national organizations whose primary focus is education.  
• Editorial activity for education journals.  
• Visiting professorships, national presentations, and invited lectures. | • Educational service contributions to medical school or university.  
• Mentorship of junior faculty, fellows, and graduate students.  
• Review activities for education journals.  
• Development of systems that support teaching  
• Participation in student/resident recruitment and selection. |

*Examples of scholarship are provided, but there is not an expectation that an individual faculty member will have accomplished all of these; rather, some of these examples or other scholarly accomplishments will be evident at the time of promotion. Faculty choosing research as their domain are expected to have accomplishments in the Scholarship and Recognition and Leadership dimensions for research and contributions in the Professional Service dimension for education. Faculty choosing education as their domain are expected to have accomplishments in the Scholarship and Recognition and Leadership dimensions for education. These faculty may also make contributions to collaborative research similar to that described for those who choose the research domain, but this is not a requirement for those who choose the education domain.

*Professional Service represents activities expected of faculty members by virtue of their faculty appointment and not activities that demonstrate Scholarship or Recognition and Leadership needed for promotion.
Figure 2: Promotion Process for Faculty on Non-tenure-eligible Clinician-Educator, Team Scientist, and Health System Clinician/Academic Tracks

- **Candidate**
  - Candidate prepares promotion dossier (includes referee list)

- **Dept**
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- **FSM APT Committee**
  - Reviews dossier and APT decision; decides whether to recommend approval of promotion

- **Dean**
  - Reviews FSM's decision and decides whether to approve promotion

- **Provost**
Research Faculty Track

• For faculty without clinical or significant teaching responsibilities beyond instruction of trainees in the laboratory
• Roles and responsibilities
  - Typically (but not always) provide support to the research laboratory of another faculty member
  - Eligible to apply for independent funding
  - May play a leadership role in the operations of core facilities
• Typically supported exclusively through grant funding
• Non-tenure eligible track
## Promotion for Research Faculty

<table>
<thead>
<tr>
<th>Associate Professor</th>
<th>Professor</th>
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<tbody>
<tr>
<td>• Minimum of <strong>six</strong> years at the assistant professor level, except in unusual</td>
<td>• Minimum of <strong>five</strong> years at the associate professor level, except in unusual circumstances</td>
</tr>
<tr>
<td>circumstances</td>
<td></td>
</tr>
<tr>
<td>• Record of outstanding collaborative and/or independent scientific work</td>
<td>• Evidence of continued productivity since appointment or promotion to Research Associate Professor</td>
</tr>
<tr>
<td>• Demonstrate the extent to which their activities contribute to research excellence within the Feinberg School of Medicine</td>
<td>• In collaborative or independent scientific work</td>
</tr>
<tr>
<td></td>
<td>• In support of research excellence within FSM</td>
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### Activity on the Research Faculty Track and Examples of Accomplishments

<table>
<thead>
<tr>
<th>Dimensions of Achievement and Examples of Contributions</th>
<th>Professional Service*</th>
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</thead>
<tbody>
<tr>
<td><strong>Scholarship</strong></td>
<td><strong>Recognition and Leadership</strong></td>
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<tr>
<td>Research</td>
<td></td>
</tr>
<tr>
<td>• Contribute to publications of innovative, original research as a member of a research team or lead or senior author</td>
<td>• Editorial activities for journals</td>
</tr>
<tr>
<td>• Consistent receipt of extramural (e.g., governmental and nongovernmental) funding in programmatic role as a co-investigator where a key role was played in the project</td>
<td>• Member of scientific review committees</td>
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<tr>
<td>• Principal or co-investigator of multicenter studies or collaborations</td>
<td>• Leadership activity in professional organizations</td>
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<tr>
<td>• Principal or co-investigator on research grants</td>
<td>• Participation in scientific review for granting agencies</td>
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<tr>
<td>• Leadership of a major data core on a center grant or multiple project grant</td>
<td>• Member of data monitoring boards</td>
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<td>• Awards</td>
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<td>• Visiting professorships, national presentations, and invited lectures</td>
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</tbody>
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*Professional Service represents activities expected of faculty members for promotion by virtue of their faculty appointment and should be combined with activities that demonstrate Scholarship or Recognition and Leadership for successful promotion.
Promotion for Research Faculty

## Areas for Special Consideration of Promotion in the Research Track

### Research/Publications Portfolio:
- Evidence of extra- or intramural supported research, either as a principal investigator or co-investigator
- Publications: original investigations, clinical observations, reviews, books, and book chapters
- Additional accomplishments and activities that are not required but warrant consideration:
  - Web site/software development
  - Invited lectures outside of Northwestern
  - Awards
  - Service on national level peer-review groups
  - Patents and licenses
  - Popular writings or lay press contributions
Figure 3: Promotion to Research Associate Professor and Research Professor

1. **Candidate** prepares promotion dossier (includes reference letters).
2. **Dept Chair’s office** solicits external reference letters.
3. Review of dossier by **Dept APT Committee** which advises Dept Chair.
4. Dept Chair nominates candidate & submits dossier (including external letters) to **FAO**.
5. **FAO** reviews dossier for completeness.
6. **Ad Hoc Committee** reviews dossier and makes recommendation to **Dean**.
7. **Dean** reviews dossier and APT decision; decides whether to recommend approval of promotion.
8. **Provost** reviews FSM's decision and decides whether to approve promotion.
Your Gateway to Career Advancement

Welcome to the Feinberg Faculty Promotion & Tenure Gateway! At Northwestern, we seek to help all faculty achieve their full potential with timely achievement of promotion and, where relevant, tenure.

Obtaining and documenting career achievements needed for promotion is best approached over a series of years. We hope that you will visit this website early and often in your time at Northwestern as you plan (and sometimes modify your plans) for your career trajectory.

Know Your Career Track

An important early step in your promotion journey—and in using this website—is to confirm your career track (faculty are typically assigned to a career track at time of hire). Your career track establishes the criteria that will be used to evaluate your promotion/tenure application. Document requirements and promotion process workflow steps also differ by career track.

Career Track Gateways

Navigate your path to promotion/tenure with focused resources pertinent to your career track:

- Clinician-Educator Gateway
- Investigator Gateway
- Team Scientist Gateway
- Research Faculty Gateway
Applying for Promotion and Tenure
Promotion and Tenure Timeline

Candidate and department prepare dossier (winter/spring/summer 2023)

Promotion dossier due to FSM Faculty Affairs Office (Aug/Sept/Nov 2023)

APT Committee and Deans review candidates (Oct 2023-April 2024)

Provost reviews candidates (May-June 2024); final decisions communicated by July 2024

Promotion / tenure decisions take effect September 1, 2024

New! Packets for investigators proposed at the ranks of Associate Professor and Professor are due to FAO on August 4, a month earlier than in the past. FAO solicits reference letters for this group, so this allows us to provide more deadline flexibility for referees.
Prepare Your Promotion/Tenure Packet

- Visit FAO website for templates and guidance on preparing documents within the packet.
- Review the purpose of each document and tips to avoid common issues.

<table>
<thead>
<tr>
<th>Document Type</th>
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<tbody>
<tr>
<td>CV</td>
</tr>
<tr>
<td>CV Supplement: Quality Improvement Initiatives</td>
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<tr>
<td>CV Supplement: Diversity, Equity, and Improvement Initiatives</td>
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<tr>
<td>CV Supplement: Development and Leadership of Clinical Initiatives</td>
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<tr>
<td>CV Supplement: Public and Population Health Initiatives</td>
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<tr>
<td>CV Supplement: Global Health Initiatives</td>
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<tr>
<td>Personal Statement</td>
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<tr>
<td>Record of Teaching (and teaching evaluations)</td>
</tr>
<tr>
<td>Critical References List</td>
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<tr>
<td>Referee List</td>
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<tr>
<td>Letter from Program Leader</td>
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</tbody>
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Recent Packet Changes

- Promotions to Assistant Professor require a personal statement and reference letters
  - Two letters may come from your primary department
  - Two letters should come from outside your primary department (either from other NU departments, or from referees outside NU)
- Packet may be prepared manually or via the Feinberg Faculty Portal
- Five **optional** CV supplements are available (DEI Initiatives added in fall 2021)

- **CV Supplement: Quality Improvement Initiatives**
- **CV Supplement: Diversity, Equity, and Improvement Initiatives**
- **CV Supplement: Development and Leadership of Clinical Initiatives**
- **CV Supplement: Public and Population Health Initiatives**
- **CV Supplement: Global Health Initiatives**
Central data repository for tracking career accomplishments

You already record activities here to update your public faculty profiles and complete performance reviews

Where possible, information (e.g., publications, grants, medical student teaching) is imported from campus systems to reduce data entry burden

Sections contain links to relevant career development resources

Generate CV and other documents needed for promotion/tenure packet
Feinberg Faculty Portal Tips

• Preparing documents from the Feinberg Faculty Portal (FFP) is optional
  - Slides describing how to use the FFP are provided as supplementary slides to this presentation

• Faculty applying for promotion to Assistant Professor are encouraged to use the FFP because it is easier to enter activities in the early stages of your career and this sets you up well for the future

• If you choose to use the FFP, you don’t have to use it for all documents. Example: export Record of Teaching from the FFP, but prepare CV manually

• You may copy portions of FFP exports into documents that are otherwise prepared manually. Example: Export Grants and Sponsored Awards from the FFP and paste that section into a manually prepared CV.

• After exporting a document from the FFP, you can adjust formatting if you wish (e.g., font size, font type, margins, etc.). The vendor is working to provide more formatting flexibility in the future.
Planning for Promotion/Tenure

• Go to P&T Gateway relevant to your track

• Years ahead
  - Begin to identify referees
    Guidance: https://www.feinberg.northwestern.edu/fao/for-faculty/promo-tenure/packet/referee-list.html
  - Develop work products consistent with career track expectations

• Ongoing
  - Update CV and document accomplishments
  - Grow your professional reputation
  - Develop portfolio

• Months ahead
  - Write personal statement
- Prizes and awards
- Elected to scientific or professional societies and organizations
- Invited to serve as a visiting or endowed professor
- Selected to plan or lead symposia, conferences, or professional society programs or workshops
- Appointed to scientific or medical peer-review bodies (e.g., study sections)
- Appointed to scientific, medical or government advisory or regulatory bodies
- Appointed or elected to membership on governing councils or as an officer of scientific, government or professional organizations
- Appointed to editorial boards or as editor
- Invited to deliver talks at national meetings or other institutions
Identifying External Referees
For promotions/tenure at the levels of Associate Professor or Professor

1. Individuals who hold a rank at or above the rank of your proposed promotion
2. External to Northwestern
3. From multiple institutions (helps demonstrate the breadth of your reputation)

Potential Sources

- Co-authors on multi-center grants
- Colleagues on committees convened by professional organizations
- Individuals you may meet when invited to present talks at other institutions
- Editors, or editorial board members you may work with during manuscript submission
- Co-investigators on multi-site clinical trials or studies
- Individuals you may meet when attending national or international scientific and clinical meetings
- Individuals who follow your academic social media accounts
- Individuals suggested by departmental leadership

Avoid Suggesting

- Current and former mentors
- Current and former mentees
- Fellow trainees at the institutions where you trained
- Current close collaborators
- Faculty colleagues who recently departed your Northwestern department to take a position at another institution
- If you were recently on the faculty at another institution prior to joining Northwestern, avoid listing your colleagues at that institution
Training the next generation: Teaching Opportunities

Marianne M. Green, MD
Vice Dean for Education
Professor of Medicine and Medical Education
Teaching at Feinberg is easy and rewarding!

- Be a clinical preceptor in your office
- Teach small group simulation
- Give an interactive lecture
- Be a research mentor
- Teach in the anatomy lab
- Teach anatomy with ultrasound
- Teach clinical skills
- Be a small group tutor in PBL, Ethics, Business of Medicine or Health Equity
Teaching at Feinberg is state of the art!
Find the right opportunity for you!

Find opportunities that...
- Fit your schedule
- Advance your career goals
- Build your promotion portfolio
- Suit your passion, expertise, and interests
- Sign up at: https://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/
You can search by:

**Type** of teaching (small group, lecture, clerkship)

**Time** (day of week, month)

**Level** of student (M1/2, M3/4)

**Content** area (ethics, communication, anatomy, etc)
Feinberg Academy of Medical Educators - FAME

- Recognizes outstanding educators at Feinberg
- Offers programming for educators to improve
  - Monthly lectures and workshops
  - Medical education certificate program
  - Education consult service
  - Educational technology support
  - Online learning modules
  - Multiple resources
  - Education grant opportunities
Research Career Development Support

Rick McGee, PhD
Associate Dean for Professional Development
Professor of Medical Education
Research Career Development Support

• Rick McGee has a unique position where this is his primary role in FSM – a faculty coach

• Always available for individual confidential conversations to ‘brainstorm’ ideas/approaches/issues

• Navigating the Research Enterprise – fall brown-bag series jointly sponsored with NUCATS – recordings available [https://www.nucats.northwestern.edu/training/investigator-development/research-enterprise.html](https://www.nucats.northwestern.edu/training/investigator-development/research-enterprise.html)

• Major activity is Grant Writing Coaching Groups – an approach developed over the past 20 years for both K and R proposals – replicated in other institutions and national initiatives - [https://www.feinberg.northwestern.edu/fao/career-development/grant-writing-groups.html](https://www.feinberg.northwestern.edu/fao/career-development/grant-writing-groups.html)
  - 3-5/group, stratified by type of research, start every 4 months and run for ~3 months

• Individual in-depth feedback especially for re-submissions

• Pre-Submission Peer Review – Feedback from 1 or 2 FSM faculty on entire proposal – requires Aims page at least 2 months before deadline and full proposal 6 weeks ahead - [https://www.nucats.northwestern.edu/training/investigator-development/research-enterprise.html](https://www.nucats.northwestern.edu/training/investigator-development/research-enterprise.html)

• A number of other resources through NUCATS!!
Preparing the Promotion Packet: Strategies and Tips for Success

Robert Kalb, MD (Chair)
Mercedes R. Carnethon, PhD (Associate Chair)

Feinberg APT Committee
Align Packet with Career Track

• Prepare in advance and seek feedback from your mentors, chairs, “near-peers” and colleagues outside of your department
• Make sure your packet demonstrates accomplishments consistent with the expectations of your career track
• Clinical Educator and Team Scientist Track
  - Choose your “domains” in consultation with your department leadership and mentors
  - Choosing tracks incorrectly could obscure your accomplishments and threaten your promotion
Domains

*Clinician-Educator Career Track:*
- Clinical Impact and Recognition
- Teaching and Education
- Original Research
- Health Services and Management
- Community Engagement

*Team Scientist Career Track:*
- Research
- Education
TIP

• A polished promotion package reflects well on its author.
• No typos, duplicated entries, poor grammar, etc.
• Your packet reflects you, make it as flawless as possible
Curriculum Vitae

Purpose: Provide a summary of the applicant’s accomplishments

• Most important part of application
• Most frequently read (skimmed) aspect of your package
• Follow format provided in template (but don’t be afraid to add unique things that you have accomplished)
• Should be “living document” — start the day you are hired
• Provide specific details
• Provide context
Example: Review Responsibilities

Reviewer: Critical Care Medicine, Neurology, Science.....

Specifics:
2008—present: ad hoc reviewer for Critical Care Medicine (approximately 3 manuscripts/year)
2018- Invited Guest Editor of ....
Example: Grant Awards

**Bristol-Myers Squibb**  
12/1/2008 – 11/30/2013  
*New Pseudomonas aeruginosa Therapeutics*

**Bristol-Myers Squibb, BMS4491**

New Pseudomonas aeruginosa Therapeutics  
Principal Investigator: A. Smith  
Role on project: Site Principal Investigator  
Percent effort: 10%  
Direct costs per year: $250,000  
Total costs for project period: $900,000  
Project period: 12/1/2008 – 11/30/2013
• Do not feel constrained to only list grant successes
• Consistency and effort does matter
• Categorize grants into sections
  • List grants that have been submitted
  • If a grant has been scored but a funding decision has not yet been made, list score/percentile.
  • Provide update when funding decision is made
Critical References

Purpose: Demonstrate applicant’s contributions to the published literature

- Middle-author on high impact paper – explain your contribution

---

**Insert Candidate Name Here**

**Critical References Form**

Feinberg School of Medicine

The APT Committee and Dean require this completed form for promotion nominations to the ranks of Assistant Professor, Associate Professor, and Professor on the Investigator, Clinician-Educator, and Team Scientist tracks.

Please specify up to five references that represent the candidate’s most significant contributions since the last promotion in rank (or appointment). Identify and explain the role played by the candidate in the work described in these key publications. Examples include: the development of the hypothesis, performing the majority of the experiments, providing essential reagents or patients, writing the first draft of the manuscript, conducting and/or overseeing analyses, writing the Statistical Methods section, proper interpretation of analyses, use of novel statistical techniques, etc.

**Literature Citation #1**

Names of all authors listed sequentially on publication:

<table>
<thead>
<tr>
<th>Title</th>
<th>Journal</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Volume</th>
<th>Inclusive pages</th>
<th>Year</th>
</tr>
</thead>
</table>

Role of the candidate in the work described in this publication
Critical References (continued)

Purpose: Demonstrate applicant’s contributions to the published literature

• Great opportunity to tell us how your work affected your field. Suggestions:
  - Write for general audience
  - Minimize jargon
  - Do not be modest, but provide data to back up statements

• Committee members may not be familiar with your field so tangible measures of impact are helpful:
  - Number of citations
  - Competitiveness of the journal
  - Clinical guidelines widely used in field
If some of your publications were highlighted in some way, note this. For example:

- Front cover of journal
Record of Teaching

Purpose: Provide a summary of the applicant’s contribution to teaching

• Especially important for Clinician-Educators or Team Scientists with education as one of 2 domains!
• Start early and keep track of all teaching (including clinical training)
• Your role: Research advisor, course director, recurring lecturer (list specific programs)

• Highlight special achievements
  - Teaching award
  - Innovation, i.e. creation of a new course, new methodology etc.
  - Award won by trainee
  - Notable positive evaluations from trainees
Record of Teaching (continued)

Purpose: Provide a summary of the applicant’s contribution to teaching

Mentored graduate students A. Smith and O. Jones

6/1/2008 – 11/30/2012   Primary research mentor for graduate student A. Smith

5/1/2011 – 8/1/2015   Served on thesis committee of graduate student O. Jones

List the ultimate placement of the mentee
Provide details about their productivity (i.e., presented at 2 national meetings)
Personal Statement

Purpose: Summarize accomplishments since appointment or last promotion

• Don’t tell your life story; focus on achievements since last promotion (or initial appointment) that build a case for promotion/tenure
• A comprehensive summary can be provided in 3-4 pages
• Your chance to describe any extenuating circumstances that impacted your progress
  • E.g. “My lab was forced to relocate twice during my first six years at Northwestern, which delayed my research progress.”
• Emphasize/explain specific contributions that otherwise might not be appreciated by the committee (e.g. clinical and teaching expertise)
• List accomplishments that do not appear in other parts of the application
• Remove jargon and reduce the number of acronyms
Referee List

Purpose: Suggest experts in the field who can evaluate your work and reputation

• Referees who do not have a direct connection with the applicant (collaborator, personal friend) are given more weight.

• Avoid same institution, same level, former mentees (unless they are luminaries)-important for more senior level promotion

• Junior faculty: Minimum: choose referee at the same level as your proposed promotion. Full professors at strong institutions are best.

• Each referee is asked if applicant would be awarded promotion at their institution.
Pay attention to the details but don’t lose sight of the big picture:

Regional, national, and international impact is critically important

Focus on what makes you unique at FSM
Questions?
Using the Feinberg Faculty Portal

Supplementary Slides
Generating Packet Documents from the Portal

1. Record accomplishments in the Profile and Activities pages
2. Navigate to Vitas & Biosketches in left navigation
3. Search for the name of the packet document
4. Press the view icon to open a page containing a preview of the document.
   - By default, the preview shows 1 year of data; adjust the date range to All or the date since you were last promoted, depending on the document
   - Download the document in Word or PDF format
Generating Packet Documents from the Portal

1. Page defaults to show last year of data; adjust the date range as needed
2. Press “Refresh Vita” to re-load data with new date range
3. Press Export/Share to export to Word or PDF
Resources

• Feinberg Faculty Promotion & Tenure Gateway
  https://www.feinberg.northwestern.edu/fao/for-faculty/promo-tenure/index.html

• Prepare Your Packet
  https://www.feinberg.northwestern.edu/fao/for-faculty/promo-tenure/packet/index.html

• Referee List / Guidance for Identifying Referees
  https://www.feinberg.northwestern.edu/fao/for-faculty/promo-tenure/packet/referee-list.html

• Feinberg Faculty Portal: Guidance for Faculty
  https://www.feinberg.northwestern.edu/fao/for-faculty/online-presence/faculty-portal.html

• CV & Reports of Achievement
  https://www.feinberg.northwestern.edu/fao/for-faculty/online-presence/cv.html

• Your Online Presence
  https://www.feinberg.northwestern.edu/fao/for-faculty/online-presence/index.html