### SOM P&T 2015-16 Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 22, 2016</td>
<td>FTE Files sent to Provost – completes SOM phase of 2015-16 P&amp;T Cycle</td>
</tr>
<tr>
<td>February – April</td>
<td>University P&amp;T Committee reviews 2015-16 P&amp;T Dossiers from SOM</td>
</tr>
<tr>
<td>About May 5</td>
<td>Announcement of University decisions for tenure and promotion decisions from 2015-16 P&amp;T Process</td>
</tr>
<tr>
<td>May – June</td>
<td>WSU President hosts reception for FTE faculty receiving a promotion and/or tenure</td>
</tr>
<tr>
<td>Dates TBD</td>
<td>SOM P&amp;T reception for newly-promoted and/or tenured FTA and FTE Faculty</td>
</tr>
<tr>
<td>August, 2016 (First Day WSU Fall Term)</td>
<td>P&amp;T actions from 2015-6 cycle become effective</td>
</tr>
<tr>
<td>Time Period</td>
<td>Event Description</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Jan – May 2016</td>
<td>Annual Review of Term Appointed Faculty (FTA and FTE) and Selective Salary Review (FTE) faculty: Among the methods of identifying candidates for new P&amp;T cycle</td>
</tr>
<tr>
<td>Jan – March</td>
<td>P&amp;T Workshops for FTA and FTE Faculty</td>
</tr>
<tr>
<td>May 31</td>
<td>Promotion requests for FTA faculty from affiliates due in OFA</td>
</tr>
</tbody>
</table>
| By April 18         | Self-nomination by FTE and FTA faculty members; faculty submits:  
  1) *(Required)* Form  
  2) *(Required)* CV formatted for SOM  
  3) *(Optional)* Names of 2 external evaluators (with contact information)  
  4) *(Optional but highly recommended)* Personal Statement |
| By May 2            | OFA sends to appropriate departments/units and Affiliates:  
  1) List of all FTE and FTA faculty requesting consideration for P&T  
  2) The track and rank-specific SOM Factors for Promotion for each decision  
  3) Up to 2 external reviewers identified by the candidate |
| By May 31 for FTE   | Department submits *(Required)*:  
  1) Completed University-mandated External Evaluator Form  
  10-12 names selected by unit/dept.; 0-2 selected by candidate  
  2) Biographical paragraph for all external reviewers |
<p>| TBD for FTA         | 2) Biographical paragraph for all external reviewers                                                                                             |</p>
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Description</th>
</tr>
</thead>
</table>
| May – Jun  | Dept. sends requests for external letters  
Letters sent by External Reviewer to OFA  
After “arms-length” review, acceptable letters sent to dept./unit  
Problematic external reviews will be discussed with unit  
Depts. set deadlines for faculty submission of dossiers |
| Jun – Aug  | Department conducts internal P&T process for FTE (allowing time for both joint reviews and departmental reconsiderations, if needed) |
| Sep 7      | FTE P&T Dossiers due to Office of Faculty Affairs SharePoint site before 5 PM |
| ~Sep 23    | FTE Dossiers due to P&T Committee members on Office of Faculty Affairs SharePoint site |
| Oct – Nov  | SOM P&T Committee reviews FTE dossiers |
| Dec 10     | SOM P&T Committee for FTE faculty reconsideration meeting |
| Dec 2016 – Jan 2017 | Evaluation of FTE Candidates by Dean |
### SOM P&T 2016-17 Timeline FTE (p. 3)

<table>
<thead>
<tr>
<th>Period</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 2017 (approx. 20th)</td>
<td>FTE Files sent to Provost – completes SOM phase of 2016-17 P&amp;T Cycle</td>
</tr>
<tr>
<td>February – April</td>
<td>University P&amp;T Committee reviews 2016-17 FTE P&amp;T Dossiers from SOM</td>
</tr>
<tr>
<td>May (about last day of WSU Winter term)</td>
<td>Announcement of University decisions for tenure and promotion decisions from 2016-17 P&amp;T Process</td>
</tr>
<tr>
<td>May – June</td>
<td>WSU President hosts a reception for FTE faculty receiving a promotion and/or tenure</td>
</tr>
<tr>
<td>Dates TBD</td>
<td>SOM P&amp;T reception for newly-promoted and/or tenured FTA and FTE Faculty</td>
</tr>
<tr>
<td>August (first day of Fall Term)</td>
<td>P&amp;T actions from 2016-7 cycle become effective</td>
</tr>
</tbody>
</table>
### SOM P&T 2016-7 Timeline FTA Faculty (p. 2)

| May – Jun | Dept. or Affiliate sends requests for external letters  
Letters sent by External Reviewer to OFA  
After “arms-length” review, acceptable letters sent to dept./unit  
Problematic external reviews will be discussed with unit/affiliate  
Depts. set deadlines for faculty submission of dossiers |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept. sets date</td>
<td>Department conducts internal P&amp;T process for FTA</td>
</tr>
</tbody>
</table>
| TBD | FTA P&T Dossiers due to Office of Faculty Affairs SharePoint site  
before 5 PM |
| TBD (2017) | FTA Dossiers due to P&T Committee members on Office of Faculty Affairs SharePoint site |
| TBD (Jan-Feb 2017) | Special P & T Committee reviews FTA dossiers |
| TBD (Jan-Feb) | Special P&T Committee for FTA faculty reconsideration meeting |
| March, 2017 | Evaluation of FTA Candidates by Dean |
WSU SOM Promotion and Tenure Process (1)

Department Chair

Faculty

Promotion Dossier

Department Process/P&T Committee*

Office of Faculty Affairs

SOM P&T

University P&T

* Only if the department has ≥ 3 tenured faculty members
WSU SOM Promotion and Tenure Process

DFDL → Department Chair → Faculty Candidate → Promotion Packet → Department Process/ P&T Committee* → Office of Faculty Affairs → SOM P&T → University P&T

Division Chief → Senior Faculty/ Selective Salary Committee

Mentor(s)

* Only if the department has ≥ 3 tenured faculty members
WSU SOM Promotion and Tenure Process

Faculty Member

OFA

DFDL

Department Chair

Mentor

Division Chief

Senior Faculty/ Selective Salary Comm.

Faculty Candidate

Promotion Packet

Department Process/ P&T Committee*

Office of Faculty Affairs

SOM P&T

University P&T

* Only if the department has ≥ 3 tenured faculty members
P&T Denials at the Department Level

P&T Dossier

Department

Denial by both Chair and Dept. P&T Committee

Faculty requests reconsideration by Department

Approval by either Chair or Dept. P&T Committee

Dossier Submitted to SOM P&T with Letters from Chair and Dept. P&T
P&T Dossier

Chair AND Dept. P&T Committee Deny Request

Faculty Reconsideration Approved

Faculty Reconsideration Denied

SOM P&T Committee (Dept. Denial NOT Disclosed to SOM P&T)

P&T Committee SOM Denial is Disclosed to SOM P&T

Appeal to SOM
By April 18

Faculty Member submits:

- Request for consideration for Promotion and/or Tenure* (Required)

- CV in SOM format (Required)

- Names of 2 external evaluators (with contact info)
  - Optional

- Personal Statement (Optional but highly recommended)

*Faculty who decide to withdraw from consideration will be required to sign off to that effect—see bottom of Request for Consideration form
By May 2

OFA sends to departments/units/affiliates:

- List of all FTE and FTA faculty requesting consideration for P&T

- The track and rank-specific SOM Factors for Promotion to be used for each faculty decision

- Up to 2 external reviewers identified by the candidate
By May 31 for FTE/FTA TBD

Department Submits (Required):

1) Completed University-mandated External Evaluator Form, with 10-12 names selected by the unit/department and 0-2 selected by the candidate

2) Biographical paragraph for all external reviewers

*Information about any faculty member(s) who requested to be considered for P&T but are not being put forward as candidate(s) by the department

*Any time there is a change in the external reviewers, the department must resend the external reviewer form with additional bio-sketch(es)
Time Considerations

Tenure Track:
Review must normally be initiated at the latest during the sixth year of service for tenure & promotion to Associate Professor.

Once you’ve been in rank for 3 years, there is no time limit for:
- Any promotion on tracks other than tenure track
- Promotion to Professor for tenured faculty

You cannot be penalized for going up “early”, but make sure you really meet the criteria.
Required Documentation

### Documentation Checklist

Provide the following documentation in the order listed below.

1. This form
2. Dean's written recommendation
3. School/College promotion & tenure committee's written recommendation
4. Chair's written recommendation
5. Departmental promotion & tenure committee's written recommendation
6. WSU Professional Record
7. Personal statement (optional)
8. Teaching Portfolio
9. Summary of external evaluators
10. External evaluators' letters
11. Sample letter sent to external evaluators
12. Miscellaneous Information (optional)
13. School/College factors and department factors (if departmentalized)
14. Externally funded research
15. Numbered list of publications forwarded

Publications, reprints, etc. (separate folder--one copy)

*(CV for SOM FACULTY)*

*(STRONGLY RECOMMENDED)*
Curriculum Vitae

The CV is a snapshot of the individual's entire professional life, and therefore it should accurately reflect all major activities relevant to the profession throughout the individual's career.

See the OFA website for the most current version of the SOM CV format: http://facaffairs.med.wayne.edu/faculty_forms.php

Take utmost care with your CV: Inaccuracies jeopardize credibility
What to Include or Not Include on a CV

Provide impact factors & citation counts for publications

Annotate items
  • Unique items whose significance not generally known
  • Highly specialized foci

Be comprehensive
  • For example, indicate if you are invited to serve on a national grant review panel but unable to serve, as this demonstrates regional or national scholarly reputation

Delete headings where you have nothing to report;
Add headings if they become relevant
Personal Statement

In your personal statement, you introduce yourself to reviewers and bring to life your evaluation materials – in your own words.

At the SOM and at the WSU level, people outside of your division/department/specialty are evaluating you. Set your evaluation materials in the perspective of your discipline so that an outside evaluator understands and can see the big picture of your academic life.

Illuminate relationships among the various components of your career.

Explain any aspect of your career that may not be self-explanatory to reviewers, especially those who are not experienced in your area of expertise.

Explain any obvious gaps or unusual aspects of your CV or other documentation of your career trajectory.

No page limit: 2 – 5 pages recommended
Personal Statement

Possible points to consider:

• What am I doing? (address teaching, research/scholarship, and service)
• Why am I doing it?
• How am I doing it (methods/strategies)?
• How well am I doing it?
• Where am I going in this aspect of my career?
• Where am I going overall - what’s my vision? Why am I here? What do I want to accomplish?

Reflect upon these questions, write initial responses, shape these into a narrative

Get feedback from trusted colleagues and the OFA
Teaching Portfolio

Follow Teaching Portfolio Policy, 20 pages maximum

Compose a narrative that describes the cumulative “landscape” of your teaching, teaching activities and outcomes. This is more detailed than the teaching component of your personal statement.

Note: You may wish to introduce your approach to teaching or a philosophy of teaching in an introductory paragraph.

Describe the scope of your teaching, including the settings in which you teach and the activities you carry out, such as course direction, delivery of lectures, mentoring, precepting, and advising. (usually 1 – 3 pp.)

Suggestion: Write at least one paragraph about each of your major areas of teaching.

Emphasize innovations and/or quality improvements you have contributed to teaching wherever you can. Shared publications with students/trainees count as evidence of teaching.
Teaching Portfolio

Following The Narrative:

• Include teaching grids since appointment or promotion

• Discuss significance of evaluation data (optional)

• Add documentation of recognition for your teaching – awards, letters, peer review, etc. (optional)

• Letters from learners, colleagues, course directors, program directors, etc. are welcome
External Evaluators

Reviewer must be at candidate’s requested rank or above, and if applicable, preferably tenured

Unit should select 10-12 reviewers (# required to achieve 4 completed x 2 plus 2):

4 letters from the unit are required
Candidate may suggest up to 2 additional reviewers

“Arm’s length” is relationship required; see OFA website guidelines:

| Apparent or Actual Conflicts of Interest for External Reviewers in the P & T process at WSU SOM |
|--------------------------------------------------|-----------------------------------------|----------------|
| NO CONFLICT                                      | POSSIBLE CONFLICT                       | CONFLICT EXISTS |
External Evaluators

“Summary of External Evaluators” form includes names and brief biosketches

<table>
<thead>
<tr>
<th>External Evaluator</th>
<th>Nominated By Candidate or Unit?</th>
<th>Reason for Selection</th>
<th>Relationship to Candidate</th>
<th>Date Received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Candidate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sample letter (ONE ONLY) sent to external evaluators must be included in dossier.
SOM Factors and Guidelines

You are evaluated on your own merit, in the context of the existing guidelines for your rank and track. You will not be evaluated by comparison to anyone else.

See all factors and guidelines on the OFA website:

http://facaffairs.med.wayne.edu/promotion_tenure2.php

Factors and Guidelines

Clinical Educator
Research Educator
Clinical Scholar
Research

SOM P&T Factors (PDF) 2013-2014
SOM P&T Factors (PDF) 2014-2015
Externally Funded Research

GRANTS, CONTRACTS, AND OTHER FUNDING
Indicate role (PI, Co-PI, Co-I, etc.), percent effort, grant number, title, brief description (1 sentence), source, total period of support, total direct costs. If not the PI for a grant or contract, please list PI name.

Active National/International Grants and Contracts
Example:

Role: Principal Investigator, Percent Effort: 20%
R01 DA016373
Title: “Evaluating effects of prenatal exposure & teen cocaine use on adult drug use & other risky behaviors.”
The major goal of this study was to evaluate the relative contributions of prenatal and/or teen drug use on adult drug use and other risky behaviors.
Source: NIH/NIDA
6/2008-4/2014
Total Direct Costs: $2,315,905

Active Other Grants and Contracts
Pending National/International Grants and Contracts

Pending Other Grants and Contracts

Previously funded Grants and Contracts

Previously submitted, not funded Grants and Contracts
Include scores where applicable.

CLINICAL TRIALS ACTIVITIES
Include trials in which you have a major role; define your contribution, e.g., PI or co-PI, site PI for multi-center trial, protocol committee member.
Submit an Externally Funded Research Form* with your Dossier.
List all current funding:

<table>
<thead>
<tr>
<th>Externally Funded Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Investigator</td>
</tr>
<tr>
<td>Co-Principal Investigator(s)</td>
</tr>
<tr>
<td>Candidate Percent Effort</td>
</tr>
<tr>
<td>Funding Agency and Grant Number</td>
</tr>
<tr>
<td>Start and Ending Dates</td>
</tr>
<tr>
<td>Annual Direct Costs</td>
</tr>
<tr>
<td>Annual Indirect Costs</td>
</tr>
<tr>
<td>Total Direct and Indirect Costs for Entire Project period</td>
</tr>
</tbody>
</table>

Please note that the form above may not be the most current, as the new version is waiting for the provost’s approval.
Multiple-PI vs. Co-PI

Multiple-PI (DHHS specific... NIH, HRSA, etc.): All PIs are equally responsible for leading and directing the project and adhering to award policies and procedures (administrative, fiscal, and scientific). A single contact PI must be designated for all communications with the sponsor, other PIs, RAS, and SPA.

Co-PI (NSF, DOD, etc.): all PIs are equally responsible for leading and directing the project and adhering to award policies and procedures (administrative, fiscal, and scientific). A single contact PI must be designated for all communications with the sponsor, other PIs, RAS, and SPA.
Common Problems with recording Externally Funded Research

• Inconsistent titles for grants on CV vs. Grant Application

• Incorrect listing of grant source (i.e. listing NIH as a source instead of subcontractor funding)

• Incorrect use of PI vs Co-PI vs Multiple PI

• Inconsistent award listing when entering award amount for a specific funding period

• Inconsistent listing of percent effort: effort listed on the grant vs. salary support from the grant
Publications – including those “forwarded”

Where available, provide journal impact factors for articles important to your tenure/promotion case.

In addition, or where impact factors are not available, provide data on journal rankings and/or selectivity, and other indicators of excellence and national/international recognition.

Where significant and where the information is available, indicate the number of times a publication has been cited.

“Numbered list of publications forwarded”

Select 3 – 5 publications that best illustrate your scholarly achievement and combine these into one PDF that is separate from the dossier itself.

Create a numbered list of those selected publications. This list will be included in the dossier itself.
What the SOM Committee Considers Most

- Department Chair/P & T Committee evaluations
- Record of accomplishment as outlined in CV
- Personal Statement
- Evaluation by peer referees
- Submitted evidence of scholarly achievement
P&T Pitfalls to Avoid

- Failure to communicate with Chair
- Failure to understand ALL the rules
- Failure to document all activities clearly and completely
- Incomplete CV
- Failure to prepare an effective and organized dossier
- Failure to provide appropriate external evaluators*

*Department problem
Change…..

Departments will be using SOM (NOT University) Letters to request external reviewers and Coversheets

The Provost’s office has not yet announced the 2016 P & T process so we don’t know all of their changes and refinements….check their website and ours and if in doubt COMMUNICATE with OFA we will find the answers for you.

1960 Gerber Baby Food Ads: “At SOM OFA Faculty are our business, our ONLY business”
Need Assistance?

Virginia Delaney-Black, MD, MPH
Preparring your CV, questions about P&T
Email: vdelaney@med.wayne.edu

Linda M. Roth, Ph.D.
Personal Statement, Teaching Portfolio
Email: lroth@med.wayne.edu

Office phone: 313-577-9877
Website: http://www.med.wayne.edu/facaffairs