

Faculty Development A Primer



COLLEGE OF MEDICINE
AND LIFE SCIENCES

THE UNIVERSITY OF TOLEDO

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Promotion and tenure workshop

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Associate Dean for Faculty Development and Affairs

Wafaa Hanna, MBA
Director of the Office of Faculty Development and Affairs



University of Toledo College of Medicine and Life Sciences - 2026

- University of Toledo salaried faculty = 384 (384)
 - Full-time = 329 (331)
 - Clinical = 248 (257)
 - Basic science = 81 (74)
 - Part-time = 55 (53)
 - Clinical = 52 (51)
 - Basic science = 3 (2)
- ProMedica practitioners = 389 (389)
- Community based/volunteer = 729 (708)

Total = 1502 (1481)

**Clinical faculty = 300
Basic science faculty = 84**

**Clinical faculty = 78%
Basic science faculty = 22%**

2025 figures are noted in parentheses

University of Toledo College of Medicine and Life Sciences - 2026

University of Toledo salaried faculty

- 384 total
 - 329 full time
 - 55 part time
- 300 clinical faculty
- 84 basic science faculty
- 79 tenured (21%)
- 147 tenure eligible (38%)
- 103 non-tenure eligible



College of Medicine and Life Sciences

Faculty tracks

College of Medicine and Life Sciences

Faculty can convert tracks only **once** during UToledo employment. Must be approved by the Chair and the Dean.

- **Faculty tracks for academic rank**
 - Academic basic scientist
 - Basic science educator
 - Research
 - Clinical scholar track
 - Clinical educator track
 - Practitioner
 - Community Based
 - Adjunct faculty
 - Visiting faculty
- Tenure eligible tracks
- Tenure eligible tracks



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- **Faculty tracks for academic rank**
 - **Academic basic scientist** – Designed for faculty who are committed to the creation of new knowledge through empirical research. (54 faculty)
 - **Basic science educator** – Intended for faculty whose contributions involve variable combinations of education, research, scholarship, service and administration, but whose primary contributions are in education in COMLS programs. Includes basic scientists, physicians, and others with a terminal degree. (13 faculty)



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- **Faculty tracks for academic rank**
 - **Research** – Reserved for faculty who are dedicated to supporting the research mission of a department. Encouraged to be involved in teaching. This track must be converted. (14 faculty)
 - **Clinical scholar track** – For faculty in clinical departments who conduct substantial laboratory research or clinical research, who teach, provide clinical activity, and contribute to the administrative function of the University. (14 faculty)
 - **Clinical educator track** – Intended for faculty whose contributions involve variable combinations of education, scholarship, clinical service, and administration. Primarily involved in clinical care. (145 faculty)



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- **Faculty tracks for academic rank**
 - **Practitioner** – Faculty who have contracts with UToledo and ProMedica (Academic Affiliation). Involved in clinical practice and teaching. (84 UToledo faculty, 389 ProMedica faculty)
 - **Community Based** – Clinical faculty who volunteer their services to the educational and service programs at UToledo.
 - **Adjunct faculty** – Faculty at other universities or employees at other institutions who contribute *regularly* to the teaching, research, or clinical programs at UToledo.
 - **Visiting faculty** – Appointments for one year or less.



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Faculty ranks

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- **Ranks**
 - Instructor
 - Assistant Professor
 - Associate Professor
 - Professor

Tenure may be awarded to faculty members in tenure-eligible tracks at the level of **Associate Professor and Professor**.

Appointments at the Instructor or Assistant Professor rank will be recommended by department chairs and reviewed by the Dean of the COMLS *without* requirement for Department Appointments, Promotions, and Tenure Committee (dAPT), or COMLS Appointments, Promotions, and Tenure Committee (APT).



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Promotion

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- **Promotion**

- **Scholarship** – activity that leads to the production of new knowledge that is communicated to the world and posterity by appropriate records (peer-reviewed publications and invited presentations).
- **Education** – Activities that transmit existing knowledge from the educator to medical students, graduate students, residents, fellows, research fellows, other faculty members, and the community at large.
- **Service** – Administrative and committee service to the institution, patients, and scientific/professional societies.
- **Professionalism** – Based on the policy, The Learning Environment and Faculty Professionalism (3364-081-04-018-00).



College of Medicine and Life Sciences

- **Promotion**

- *Professionalism* – Based on the policy, The Learning Environment and Faculty Professionalism (3364-081-04-018-00).

Standards of professional behavior in educational settings:

1. Creating a positive atmosphere conducive to learning and supporting the ethical principles of medicine including honesty and confidentiality
2. Maintaining appropriate boundaries, trust, humanism, respect for diversity and appropriate forms of communication with students, faculty, staff, patients and others and using a dignified approach to conflict resolution
3. Maintaining ethical standards



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- Full-time faculty hired in *tenure-eligible* tracks *must* be promoted from Assistant Professor to Associate Professor within seven (7) years.
- There is *no requirement* for promotion from Associate Professor to Professor, but continued promotion is encouraged.
- There is *no 7-year “up or out”* rule for *non-tenure eligible* tracks.



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- Annual faculty reviews by the Department chair and the third-year pre-promotion review represent valuable assessments for progress towards promotion.
- Annual extensions for promotion to Associate Professor in *tenure-eligible* tracks may be granted for a maximum of three (3) additional years.
- The Chair's or the Dean's written request is required for annual extensions, as well as approval by the Provost.



College of Medicine and Life Sciences

- Faculty members hired in a non-tenure track who convert to the tenure track and whose rank is Assistant Professor are granted seven (7) years to be promoted to the rank of Associate Professor starting from the day that the tenure eligible conversion occurred.
- Three years of extension may be requested to bring the promotion to fruition.



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- A candidate may be considered for promotion in each track during the *sixth year* after attaining a University of Toledo academic appointment at the current rank.
- The dossier is reviewed by the COMLS APT Committee during the 6th year of appointment.
- In rare circumstances, an earlier promotion may be considered for truly exceptional candidates who have significantly exceeded all criteria set forth for their track and proposed rank.



College of Medicine and Life Sciences

Department mentoring committees

All junior faculty at the rank of Assistant Professor in a Tenure-eligible track with hire dates on or after July 1, 2027 are required to have a Junior Faculty Mentoring Committee (JFMC).



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Faculty Mentoring Program Handbook
University College of Medicine and Life Sciences

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Facilitated by the UT Toledo College of Medicine and Life Sciences Faculty Mentoring Committee
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UTMCL Faculty Mentoring Program
Updated 10/20/2022



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College of Medicine and Life Sciences

Department mentoring committees

Faculty at the rank of Associate Professor are strongly encouraged to continue meeting with their existing mentoring committee, referred to hereafter as the Mid-Career Mentoring Committee (MCMC), or form a new MCMC, with MCMC members determined by the faculty member and the department chair, until the faculty member has been promoted to Professor (with tenure).



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Department mentoring committees

Selection of mentors

- Senior faculty members at the rank of Associate Professor or Professor in tenure-eligible tracks or with tenure may serve as JFMC mentors.
- Two to three senior faculty from the same or related disciplines, from the same or different departments.
- It is preferable for the department chairman to serve on JFMCs outside of their department.



Academic Basic Scientist Track (tenure-eligible)

For promotion from Assistant to Associate Professor

- 1. Scholarship:** Excellence in scholarly activity – recognition for original, independent and significant contributions to a chosen field of endeavor.
 - Sustained and ongoing scholarship activities: peer-reviewed extramural research support as PI.
 - Peer-reviewed publications.
 - Invited presentations at regional, national or international meetings.
 - Reviewer for refereed journal, editorial board member, member of a study section for the peer review of grant funding.
- 2. Education:** Recognition as an effective teacher in the classroom and the laboratory. Recognition of research mentoring skills and contribution to the design, organization, presentation, and/or evaluation of educational programs.
- 3. Service:** Based on participation on institutional committees, professional societies, editorial review and scientific advisory boards.
- 4. Professionalism**

Basic Scientist Educator Track (tenure-eligible)

For promotion from Assistant to Associate Professor

- 1. Scholarship:** Excellence in scholarly activity – recognition for original, independent and significant contributions to a chosen field of endeavor.
 - PI on educational, research, or other trials or on extramural educational or research grants.
 - Peer-reviewed publications.
 - Invited presentations at regional, national or international meetings.
 - Reviewer for refereed journal, editorial board member, member of a study section for the peer review of grant funding.
- 2. Education:** Evidence of having contributed substantially to medical education.
- 3. Service:** Evidence of high-quality educational and administrative contributions locally and regionally, as indicated by internal letters of reference.
- 4. Professionalism**

Research Track (non-tenure eligible)

For promotion from Assistant to Associate Professor

- 1. Scholarship:** Continuing significant contributions to securing extramural research support.
 - No requirement for extramural grants as PI
 - Peer-reviewed publications.
- 2. Education:** Recognition as an effective educator in the classroom or research laboratory.
- 3. Service:** Evidence of participation in committees of the state and federal government and service on editorial boards.
- 4. Professionalism**

Clinical Scholar Track

For promotion to Associate Professor: Individual will have attained independence, leadership, and creativity as a clinical scholar, with achievements in education and service.

1. **Scholarship:** excellence criteria include

- Success in obtaining extramural support for research
- Peer-reviewed publications.
- Invited presentations at regional, national, or international meetings.
- PI on educational, research, or clinical trials (site PI on multicenter trials).

2. **Education:**

- Recognition as an effective teacher in the classroom, small groups, distance learning, and/or in clinical settings.
- Effectiveness of clinical expertise.

3. **Service:** Participation on institutional committees, professional scientific societies.

4. **Professionalism**



Educator Tracks-Basic science or Clinical

Promotion to Associate Professor is based on achievements in education, scholarship, and service, with excellence in education and one other category.

1. **Education:** Excellence requires significant accomplishment in teaching and curriculum plus 1 of the other 3 categories at least (AAMC categories) .
 - a. Teaching – required category
 - b. Curriculum – required category
 - c . Learner Assessment
 - d. Advising/Mentoring
 - e. Educational leadership/Administration
2. **Scholarship:**
 - Peer-reviewed publications.
 - PI on educational, research or other trials or on extramural educational or research grants.
3. **Service:** Leadership in defining and disseminating superior quality care and/or superior educational tools and concepts. Established local or regional reputation for expertise in a field or evidenced by productivity and clinical competence.
4. **Professionalism**

Practitioner Track (non-tenure eligible)

For promotion from Assistant to Associate Professor (UToledo, ProMedica):

- 1. Service:** Board certified; excellence in providing clinical services to patients.
- 2. Education:** Effective supervision of medical students, residents, fellows, and other trainees.
 - All evaluations from learners must be submitted from the last three years prior to applying for promotion. Must include no fewer than 12 evaluations – student evaluations are important.
- 3. Scholarship:**
 - Peer-reviewed publications in professional journals (may include case reports)
 - Other positive factors include being co-investigator or PI on educational, research or clinical trials or multicenter trials and oral or poster presentations at regional and national meetings.
- 4. Professionalism**



College of Medicine and Life Sciences

Promotion from Assistant Professor to Associate Professor

	Academic basic scientist	Basic science educator	Research	Clinical scholar	Clinical educator	Practitioner
Total publications	12	5	10	10	5	3
Senior author	6	2	N/A	5	2	N/A

College of Medicine and Life Sciences

Promotion from Associate Professor to Professor

	Academic basic scientist	Basic science educator	Research	Clinical scholar	Clinical educator	Practitioner
Total publications	N/A	10	N/A	N/A	10	5
Senior author	N/A	4	N/A	N/A	4	N/A

Continuity of scientific investigation that has produced significant contributions to the scientific literature.

5 publications have occurred since Associate Professor.

Development of a systematic program of scientific investigation that has yielded significant contributions.

Continuity of scientific investigation that has produced significant contributions to the scientific literature.

5 publications have occurred since Associate Professor.
3 publications as senior author since Associate Professor.

5 publications have occurred since Associate Professor.

College of Medicine and Life Sciences

Promotion from Assistant Professor to Associate Professor Promotion from Associate Professor to Professor

	Academic basic scientist	Basic science educator	Research	Clinical scholar	Clinical educator	Practitioner
Minimum # of letters	6 or more (1 independent reviewer)	4 or more (1 independent reviewer)	4 or more (1 independent reviewer)	6 or more (1 independent reviewer)	4 or more (1 independent reviewer)	4 or more
External letters	4 or more	2 or more	2 or more	4 or more	2 or more	2 or more
Internal letters	2 or more	2 or more	2 or more	2 or more	2 or more	2 or more

The Department Chairman solicits, receives, and uploads all letters in support of promotion.

College of Medicine and Life Sciences

Tenure

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- Tenure may be awarded to full-time faculty members and the APT committee reviews tenure independently from promotion.
- Tenure is awarded based on merit and value to UToledo and the COMLS and is conferred by the UToledo BOT.
- **Faculty converting to a tenure track have 7 years for promotion of rank.**



College of Medicine and Life Sciences

- **Requirements for tenure**
 - Lifetime/long-term commitment with significant and sustained academic accomplishments demonstrating merit and value for UToledo and/or COMLS.
 - Active and innovative contribution to the development of UToledo and/or COMLS in areas of teaching, scholarship, and service (clinical, national, professional, community, and/or administrative).
 - Renowned and prominent national or international reputation corresponding to academic appointment (invited lectures or presentations at national or international meetings or invited lectures at national and international peer institutions).



College of Medicine and Life Sciences

- **Requirements for tenure**
 - Continued career development.
 - Stellar record of development of either creative and innovative educational material, or new knowledge, or unique areas of expertise.



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- **Tenure questionnaire**
 - A thorough, yet concise (no more than 4 pages)
 1. ***Merit as an academician***
 - External grant funding supporting scholarly activity that exceeds the threshold criteria in the track.
 - Publications, presentations, prominence of national/international reputation (H-index, impact factors of journals of published articles, honors/awards)
 - Education (commitment to COMLS learners)
 - Service to Department, COMLS, and UToledo that exceeds the threshold criteria in the track.
 - Future goals for continued career development.



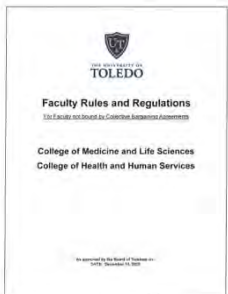
College of Medicine and Life Sciences

- **Tenure questionnaire**
 - A thorough, yet concise (no more than 4 pages)
 2. ***Value to COMLS and UToledo***
 - Description of long-term commitment to COMLS and UToledo in terms of prior and planned academic accomplishments.
 - Description of innovative contributions to the development of programs in the COMLS and at UToledo in the areas of teaching, scholarship, and service; and the clinical, research, national, professional, community and/or administrative levels.



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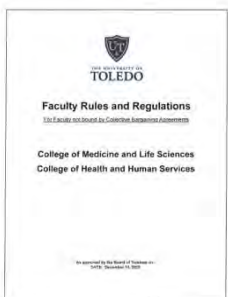
- All recommendations for appointment or promotion to the rank of Associate Professor or Professor are reviewed by the COMLS APT Committee and require approval by the Dean and the Provost. This requirement applies to UToledo COMLS salaried faculty, ProMedica Practitioners, and Community-Based faculty.



College of Medicine and Life Sciences

- Rules for faculty appointment and promotion (letters and student evaluations) are determined by the College of Medicine & Life Sciences Bylaws (Faculty Rules and Regulations) document:

<https://www.utoledo.edu/depts/facaffairs/medicine/pdf/Final.FacultyRulesandRegs12.14.20.pdf>



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College of Medicine and Life Sciences

- One annual cycle for promotion and tenure dossier review, as outlined in the UToledo Academic Personnel Calendar, but ongoing/revolving reviews for new hires.
- Applications for promotion and tenure of active UToledo COMLS salaried faculty are submitted through “Faculty 180” (myUT).
- ProMedica- and community-based faculty do not utilize Faculty 180 – hard copies of dossier are required.



The University of Toledo Academic Personnel Calendar 2025-2026 for the College of Medicine & Life Sciences

Materials To	Tenure &/or Promotion	Five-Year Post- Tenure Professional Assessment	Sabbatical Leave Application	Emeritus Review Fall Term	Emeritus Review Spring Term
Faculty submission	Aug 29, 11:59p.m. Dept chair uploads ref. letters by Sept 5 and forwards to dAPT .	Nov 3, 11:59p.m.	Sept 15, 11:59p.m.		
Department APT Committee (dAPT) Receive Dossier	Sept. 5, 2025	Nov. 3, 2025			
Forward Dossier	Sept. 30, 2025	Dec. 4, 2025			
Department Chair Receive Dossier	Sept. 30, 2025	Dec. 4, 2025	Sept. 16, 2025		
Forward Dossier*	Oct. 27, 2025	Jan. 28, 2026	Oct. 1, 2025		
College APT Committee (cAPT) or CHHS AP Committee Receive Dossier	Oct. 27, 2025	Jan. 28, 2026			
Forward Dossier	Dec. 15, 2025	Feb. 24, 2026			
College Dean Receive Dossier Copy chair to share with faculty Forward Dossier*	Dec. 15 2025 Feb. 2, 2026	Feb. 24, 2026 Mar. 24, 2026	Oct. 1, 2025 Oct. 21, 2025 Oct. 21, 2025		
University Committee on Sabbaticals (UCS) Receive Dossier Share with Faculty Forward Dossier			Oct. 21, 2025 Nov. 10, 2025 Nov. 10, 2025		
Provost Receive Dossier Share with Faculty Forward Dossier	Feb. 2, 2026 Mar. 9, 2026 Mar.17, 2026	Mar. 24, 2026 Apr 13, 2026 Apr 21, 2026	Nov. 10, 2025 Nov. 25, 2025 Nov. 25, 2025	Oct. 6, 2025 n/a Oct. 24, 2025	Apr. 1, 2026 n/a Apr. 14, 2026
President Receive Dossier Share with Faculty	Mar. 17, 2026 Apr. 10, 2026		Nov. 25, 2025 after the BOT meeting	Oct. 24, 2025 Nov. 17, 2025	Apr. 14, 2026 April 30, 2026
BOT Academic and Student Affairs Committee Meeting	April , 2026 BOT		Feb/Mar 2026 BOT	Dec. , 2025 BOT	June , 2026 BOT

College of Medicine and Life Sciences

Departmental APT Committee (dAPT)



Department Chair



College APT Committee



College Dean



Provost



President and BOT



1. Departmental APT (dAPT) Review

(before review starts, Chair solicits recommendation letters and uploads them to Faculty180, checks letters and dossier for completeness)

- dAPT is the start of the review process each fall.
- The completed dossier (in Faculty180 for the UToledo Salaried Faculty; in paper format for PPG and Community-Based/Volunteer Faculty) is reviewed by the dAPT committee.
- dAPT recommendation, with detailed summary letter, is made to the Chair (uploaded into Faculty180).



2. Chair's Review

- Second step in the review process.
- Chair assesses the dossier and considers the dAPT recommendation.
- Chair writes a 'Chair's letter' which makes a recommendation to the COMLS APT Committee and Dean (uploaded into Faculty180).



3. COMLS APT Committee Review

- Members are faculty representing basic science and clinical departments (most departments are represented).
- Members must be full Professors with tenure.
- No Department Chairs can be members.
- Members are recused from discussion and cannot vote for applicants in their home departments/divisions or if there is a conflict of interest.



3. COMLS APT Committee Review

- Members sign a COI and confidentiality attestation at each meeting.
- Three independent reviewers evaluate each dossier with written evaluations.
- Votes are by secret ballot after committee discussion.
- Promotion is voted on first, then tenure is separately discussed and voted on (if applicable).
- Incomplete applications will be returned to the department, and the APT process ends for the cycle as they cannot be forwarded on.



APT Committee Members

- Dinkar Kaw, M.D. (Chair) Medicine
 - Stanislaw Stepkowski, Ph.D. (Co-Chair) Medical Microbiology & Immunology
 - Joan Duggan, M.D. Medicine
 - Hossein Elgafy, M.D. Orthopedic Surgery
 - Ehab Eltahawy, M.D. Medicine
 - Rujun Gong, Ph.D. Medicine
 - Champa Jayasuriya, Ph.D. Orthopedic Surgery
 - Sadik Khuder, Ph.D. Medicine
 - Andrea Kalinoski, Ph.D. Surgery
 - Beata Lecka-Czernik, Ph.D. Orthopedic Surgery
 - Deepak Malhotra, M.D., Ph.D. Medicine
 - Munier Nazzal, M.D. Surgery
 - Shoba Ratnam, M.D., Ph.D. Medicine
 - Linda Speer, M.D. Family Medicine
 - Charles Thodeti, Ph.D. Physiology/Pharmacology
 - Matam Vijay-Kumar, Ph.D. Physiology/Pharmacology
 - Xin Wang, Ph.D. Psychiatry
 - Youngsook Yoon, M.D. Medicine
 - Jianmin Zhang, Ph.D. Cell & Cancer Biology
 - Yue Zou, Ph.D. Cell & Cancer Biology
- Eric Carlson, MD, DMD, EdM
Associate Dean for Faculty Development & Affairs
ex officio, non-voting
- Wafaa Hanna, M.B.A.
Director office of Faculty Development & Affairs
ex officio, non-voting



4. Dean of COMLS

- After the APT committee vote, the vote tally and recommendation letter is forwarded by the APT chair to the Dean.
- The COMLS Dean then reviews the dossier, summary letters (dAPT, Chair, APT) and makes a recommendation to the Provost.



5. UToledo Provost

- The Provost makes the final, official recommendation to the President, who then forwards it to the Board of Trustees.



APT Information for a Successful Application

Please see the COMLS Faculty Development and Affairs website:

<http://www.utoledo.edu/depts/facaffairs/>

- Faculty Tracks & Criteria for Promotion
- APT Checklist
- Tenure Questionnaire & Criteria for Tenure
- Standard CV template
- APT Procedures
- UToledo Academic Personnel Calendar (deadlines and approval process)
- Link to Faculty 180
- Track Change Procedure





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i Please use the categories below to enter information about your professional background

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Advocate for Yourself

- Updated CV using standardized format

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FACULTY DEPARTMENT

[Checklist](#)

[Exit Interview: call 419.383.4200 to schedule](#)



STANDARDIZED CURRICULUM VITAE FORMAT
COLLEGE OF MEDICINE AND LIFE SCIENCES
THE UNIVERSITY OF TOLEDO

PERSONAL INFORMATION:

Name (in full)
Work address, email, and phone number(s)
Home address and phone number(s)

EDUCATION AND TRAINING:

Start with the *earliest* earned degree. List each earned degree in the following manner:
Degree title; field of study; institution, city, state (and country if not U.S.); date of degree award.

List any honorary degrees, providing the same information as for the earned degrees. (Be sure to clearly indicate that the degree was honorary rather than earned.)

POSTGRADUATE MEDICAL EDUCATION (RESIDENCIES, FELLOWSHIPS):

Start with the *earliest* position. Provide the following information for each:

Dates (From - To)
Name of hospital; city and state (country, if not U.S.)
Area of training

PRE- AND POST-DOCTORAL FELLOWSHIPS:

Start with the *earliest* position. Provide the following information for each:

Dates (From - To)
Name of institution and department (or other administrative unit)
Specialty/discipline
Mentor/Major Advisor:
Source of award (if applicable)

EMPLOYMENT:

List all relevant employment. Start with the *earliest* employment.

Dates (From - To)
Name of organization, business or educational institution
Department of other administrative unit within organization
Title or faculty rank and track (e.g. clinical, research, etc., if applicable)
Nature of employment (full or part-time, salaried or community based)

CERTIFICATIONS/LICENSURES:

Provide the following information for each

Area of specialty
Name of specialty board issuing certification
Licensure: States and/or foreign countries
Date of issue and period of time covered by document, if there is a time limit



Advocate for Yourself

- Updated CV using standardized format
- Review and update all Faculty180 information
- Know the promotion and/or tenure criteria for your track:
 1. Scholarship
 2. Education
 3. Service
 4. Professionalism
- Potential reference writers (internal, external, number) – start May/June
- Learner evaluations for the last 3 years, for all courses/activities
- Self-assessment (separate section for each of the above areas)
- Tenure questionnaire (if applicable)

Threshold vs. Excellence



Your Dossier

1. Follow the Checklist for your faculty track!

- Checklist outlines the minimum attachments/information that need to be included



Your Dossier

1. Follow the Checklist for your faculty track.

- Checklist outlines the minimum attachments/information that need to be included

2. All dossiers require the following (minimum):

- CV (in the standard UToledo format and each page must be signed/dated)
- Self-assessment (1. Scholarship, 2. Education, 3. Service)
- Recommendation letters
- Educational activities (teaching, mentoring)
 - Student/resident evaluations from the last three years
- Copies of the 3 most significant publications
- Grants (*if applicable; check Faculty180 information for accuracy*)
- Tenure questionnaire (*if applicable*)

3. All dossiers must be completed by mid-September

- Faculty need to start gathering components in the spring (now)

