

A photograph of Northwestern University buildings, featuring a prominent Gothic-style stone tower with a crenellated top and a modern glass skyscraper to the right. A large purple diagonal shape is overlaid on the left side of the image.

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Promotion & Tenure

March 28, 2025

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

The image features a low-angle, upward-looking shot of a modern, curved glass skyscraper under a clear blue sky. The building's facade is composed of a grid of glass panels, with some interior lights visible through the windows. In the foreground, a white metal structure, possibly part of a walkway or staircase, is visible on the right side. A large, semi-transparent purple triangle is overlaid on the left side of the image, containing the text.

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Career Tracks

Feinberg Faculty Career Tracks



A close-up photograph of a male scientist in a white lab coat and blue nitrile gloves. He is focused on using a pipette, with the tip of the pipette held near a multi-well plate. The background is a blurred laboratory environment with shelves and equipment. A large, semi-transparent purple triangle is overlaid on the left side of the image, containing the text.

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Investigator Track

Investigator Track

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

Scientist Pathway

- For scientists without clinical or service responsibilities
- Most effort directed towards original, independent research
- Teach graduate and/or medical students
- Institutional service

Physician-Scientist Pathway

- Physicians or other healthcare professionals who devote the majority of their effort to original, independent research
- Typically, have limited clinical and/or service responsibilities
- Teach graduate and/or medical students, residents, and fellows

Promotion on the Investigator Track

Assistant Professor

- Tenure clock starts with appointment as Assistant Professor on any faculty track at any institution

Associate Professor w/Tenure

- At least 6 years in rank as Assistant Professor
- Likelihood of continued high impact research
- Significant external funding to support research
- Publish innovative, original research in peer-reviewed journals (first or last author) as an independent investigator
- Evidence of significant external/**national** recognition

Tenured Professor

- At least 5 years in rank as Associate professor with record of outstanding performance
- Maintain a high impact research program
- Significant external funding
- Continue to publish innovative, original research in peer-reviewed journals (mostly last author)
- Evidence of highest forms of external/**national/international** recognition

*Activity on the **Investigator Track** and Examples of Accomplishments*

	Dimensions of Achievement and Examples of Contributions			
	Scholarship (Publications)	Grant Funding	Recognition and Leadership(Reputation)	Professional Service*
Research	<ul style="list-style-type: none"> • No requirement for a specific number of publications • The impact, quality, and quantity of the publications are evaluated • An impactful body of work based on work accomplished as an independent investigator. 	<ul style="list-style-type: none"> • Typically, have renewed or be on a second round of grant funding, and • Generally, be principal investigator on at least 2 major grant awards (NIH R01 or equivalent) at the time that tenure is awarded 	<ul style="list-style-type: none"> • Receipt of honors and awards • Invitation to speak at national meetings and other institutions • Service on Grant review panels, editorial boards or related activities 	<ul style="list-style-type: none"> • Contributions of citizenship to the medical school and/or university • Mentoring • Teaching

*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.

Tenure-Eligible Interim Review

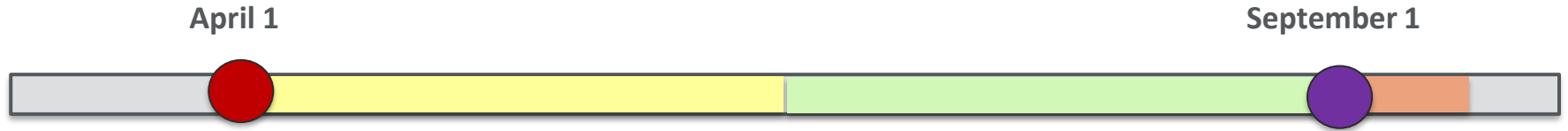
- Interim review is intended to facilitate your success in achieving tenure
- Offers actionable feedback from the Feinberg APT Committee and Deans on your progress towards tenure at two timepoints in your tenure probationary period

Tenure Probationary Period Timeline



1. Start of tenure clock
 - *Tenure clock always starts on the calendar year that the faculty was hired*
 - *Standard tenure clock is 9 years and generally begins the year of initial appointment as Assistant Professor*
2. Interim review at 3 years
3. Interim review at 6 years
4. Tenure review for award of tenure at 8 years
5. Award of tenure must occur by September 1 of the tenure probationary period.

2025 Tenure Eligible Interim Review Timeline



- April 1:** Interim review materials due to Faculty Affairs Office
- May-June:** Review of materials by FAO and APT Committee
- July-August:** Preparation of feedback reports/action plans by Vice Dean & APT Chairs
- September 1:** Candidates and Chairs receive report with feedback and action plan
- September:** Candidates, Chairs/Division Chiefs, and mentoring committee chairs meet to discuss report and begin implementation of action plan

Investigator Track Procedural Issues

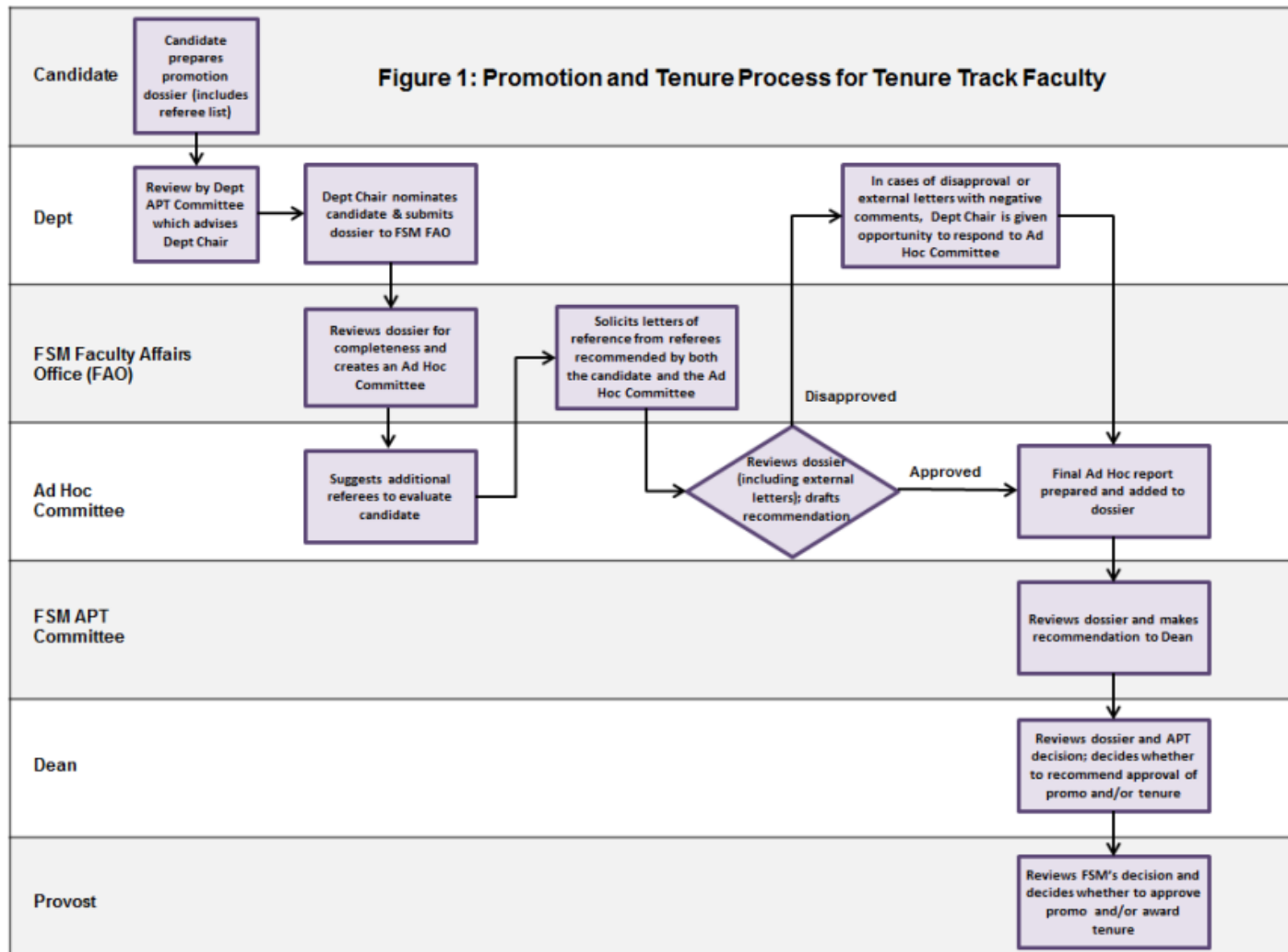
- **Switching Career Tracks**

- 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. This is a rare event and generally not approved

Figure 1: Promotion and Tenure Process for Tenure Track Faculty

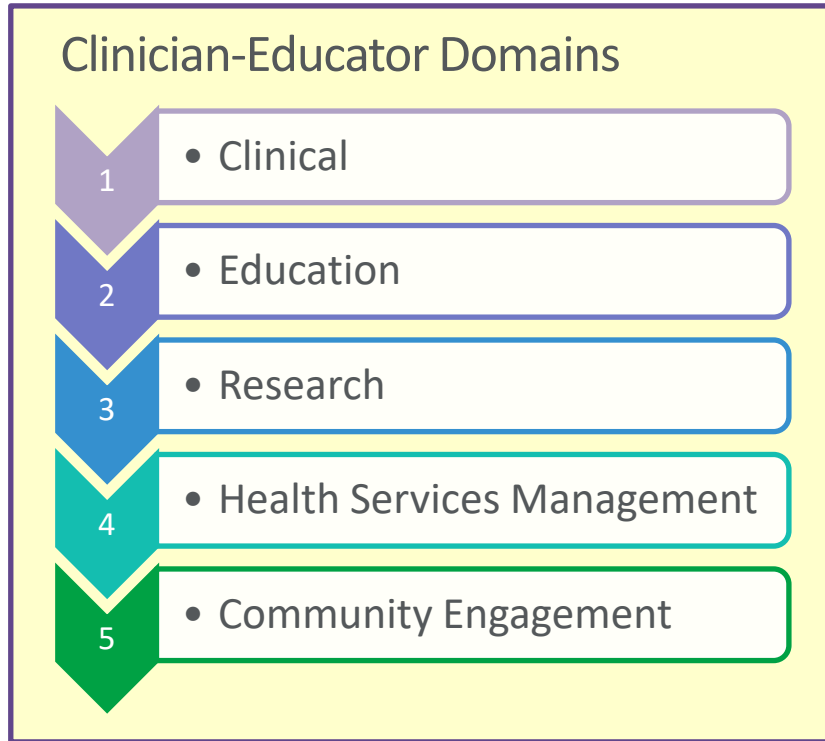


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Clinician-Educator Track

Clinician-Educator Track



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

Promotion for Clinician-Educators

Assistant Professor

- Evidence of academic contributions
- Must be board certified (some surgical specialties may have exceptions)

Associate Professor

- Minimum of **six** years at the assistant professor level
- Sustained pattern of excellence and impact in two domains that has resulted in significant **regional/national** recognition of achievements

Professor

- Minimum of **five** years at the associate professor level
- Multiple contributions in two domains with a substantial impact in the field that have resulted in **national/international** recognition of achievements

Domains of Activity on the *Clinician-Educator and Health System Clinician Tracks* and Examples of Accomplishments

Domain	Dimensions of Achievement and Examples of Contributions		
	Scholarship	Recognition and Leadership	Professional Service*
Clinical Impact and Recognition	<ul style="list-style-type: none"> Development and implementation of clinical protocols and guidelines Development and implementation of innovative clinical programs or quality initiatives Unique expertise in clinical or consultative specialty Publication of case reports, reviews, editorials and book chapters 	<ul style="list-style-type: none"> Leadership activity in professional organizations Editorial activity for medical journals Recognition by community or peers as clinical leader Consultative positions in governmental or nongovernmental organizations Consistent outstanding evaluations as a clinician from residents and medical students Participation in the development of clinical guidelines, statements, and other expert opinion documents that form the basis for the national standard of patient care 	<ul style="list-style-type: none"> Provision of high-quality, evidence-based patient care Service contributions to the academic medical center, medical school, or university Community outreach Mentorship of junior faculty, fellows, and residents.
Teaching and Education	<ul style="list-style-type: none"> 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) Collaborations with Searle Center for Teaching Excellence 	<ul style="list-style-type: none"> Receipt of teaching awards Recurring exceptional teaching effectiveness on evaluations Leadership activities in residency programs or medical student clerkships. 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. 	<ul style="list-style-type: none"> Teaching medical students in courses such as Problem Based Learning and Medical Decision Making is expected (http://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/index.html) Mentorship of junior faculty, fellows, and residents. Review activities for education journals. Development of systems that support teaching Participation in student/housestaff recruitment and selection
Original Research	<ul style="list-style-type: none"> Contribute to publications of innovative, original research as a PI or member of a research team Consistent receipt of extramural funding (e.g., governmental and nongovernmental) Principal investigator of multicenter studies or collaborations 	<ul style="list-style-type: none"> Editorial activities for journals Leader of scientific review committees Leadership activity in professional organizations Participation in scientific review for granting agencies Awards 	<ul style="list-style-type: none"> Review activities for journals. Teaching research methods through courses and seminars. Mentorship of junior faculty, fellows, and residents.
Health Services and Management	<ul style="list-style-type: none"> Scholarly evaluation of health care delivery with publication of findings regarding the effects of administrative interventions Development of physician leadership training programs (e.g., administrative fellowship with MBA at Kellogg) Development of innovative administrative programs 	<ul style="list-style-type: none"> Administrative leadership activity in the medical center, medical school, or university Department or division leadership activity (e.g., chair, vice chair, director) Leadership in faculty development. Leadership activity in professional organizations 	<ul style="list-style-type: none"> Demonstration of effective administration of health care delivery Participation in administration of medical school departments and centers Committee service (departmental, medical school, or university). Mentorship of junior faculty, fellows, and residents.
Community Engagement	<ul style="list-style-type: none"> Contribute to community-engaged research activities and publication of the findings Development of community-based clinical and/or educational programs Development of training, learning opportunities, toolkits and related resources for community partners Additional forms of scholarship, such as collaborative authorship contributions to community health needs or asset reports, evidence-based practice guidelines, and policy documents 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) 	<ul style="list-style-type: none"> Receipt of awards for community-based activities and service Leadership or co-leadership of community-based initiatives 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 	<ul style="list-style-type: none"> Education about, and/or promotion of, clinical research in a community setting Service on governance or advisory committees in a community organization Mentoring community organization staff in research planning and/or funding proposals Teaching activities conducted in community settings for Northwestern medical and/or graduate students/residents/clinical post-doctoral fellows/practitioners – lectures, courses, individual instruction 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

*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.

Clinician-Educator Track Procedural Issues

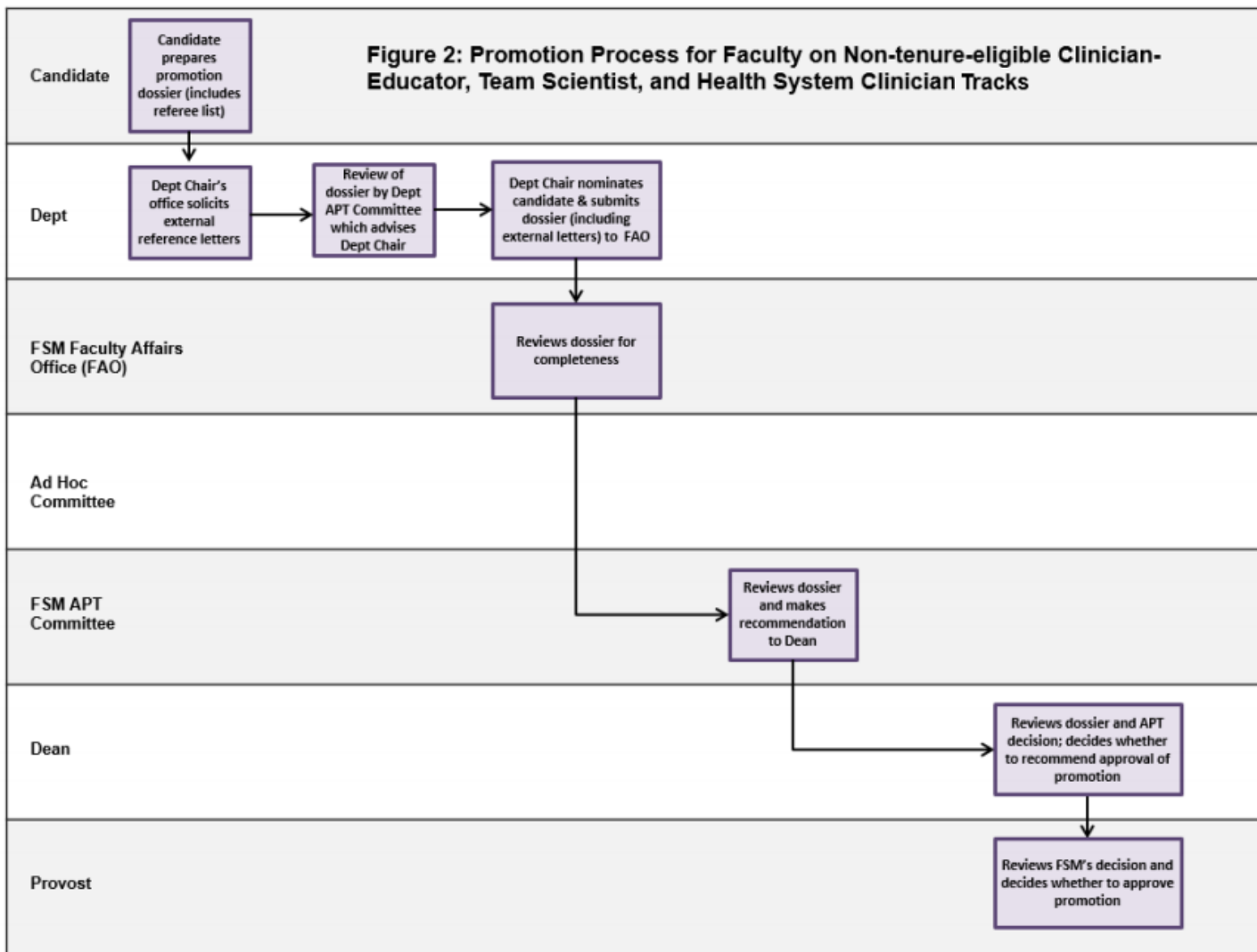
Know your domains!

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 Tracks



The image shows a modern, multi-story glass building at night. The building's facade is highly reflective, showing the surrounding city lights and the sky. A prominent feature is a curved glass section that reflects the environment. In the foreground, there is a glass-enclosed walkway or entrance area with a white structural frame. A person in a white lab coat is walking past the entrance on the right. The overall atmosphere is professional and modern.

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Team Scientist Track

Team Scientist Track

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

Research Domain

- Typically engage in multiple research teams (Co-I on multiple different grants)
- 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 serve as a PI

Education Domain

- 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

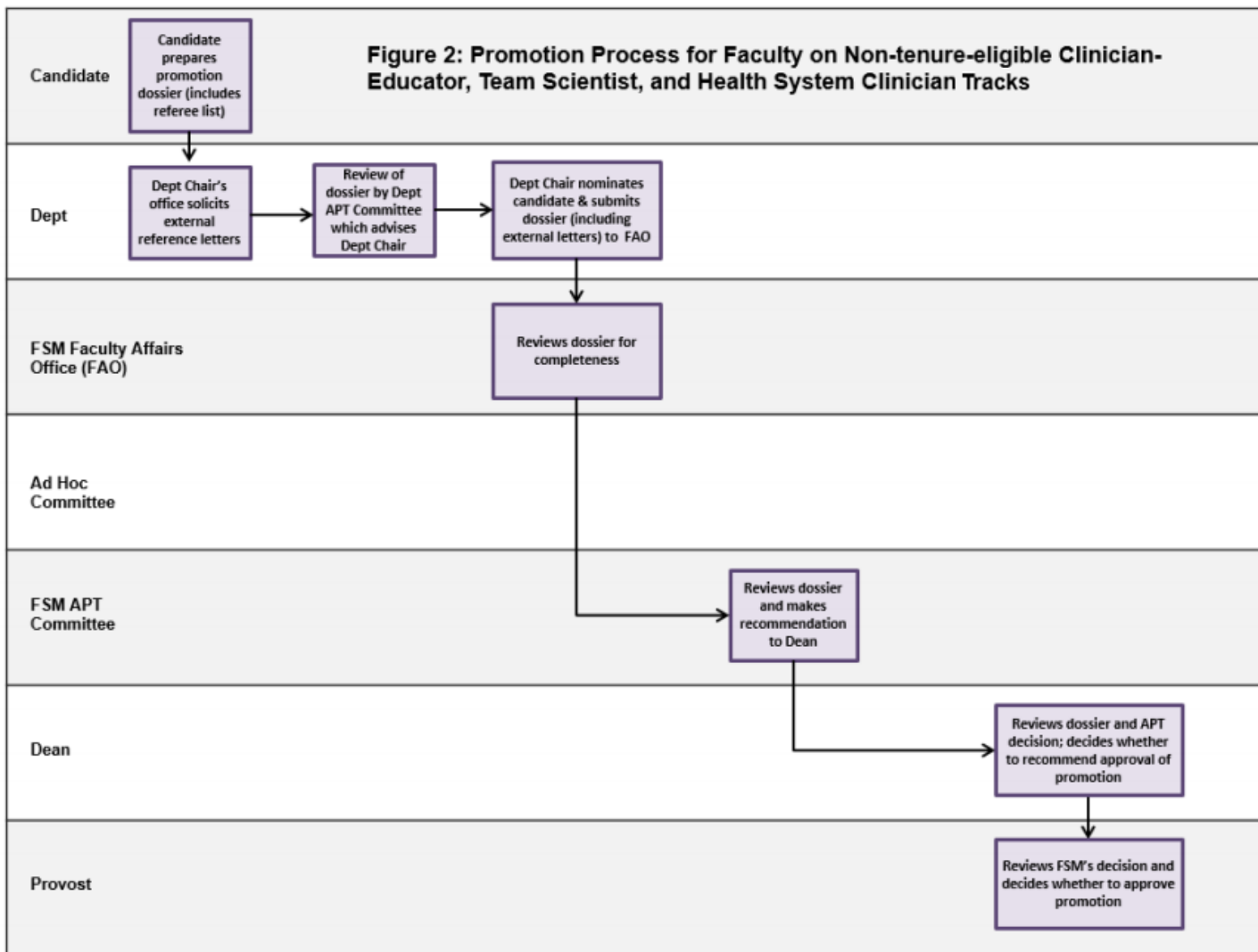
Domains of Activity on the *Team Scientist Career Track* and Examples of Accomplishments

Domain	Dimensions of Achievement and Examples of Contributions		
	Scholarship ⁺	Recognition and Leadership	Professional Service [*]
Research	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Editorial activities for journals Member of scientific review committees Leadership activity in professional organizations Participation in scientific review for granting agencies Member of data monitoring boards Awards Visiting professorships, national presentations, and invited lectures 	<ul style="list-style-type: none"> Review activities for journals. Mentorship of junior faculty, fellows, and graduate students.
Education	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 Tracks



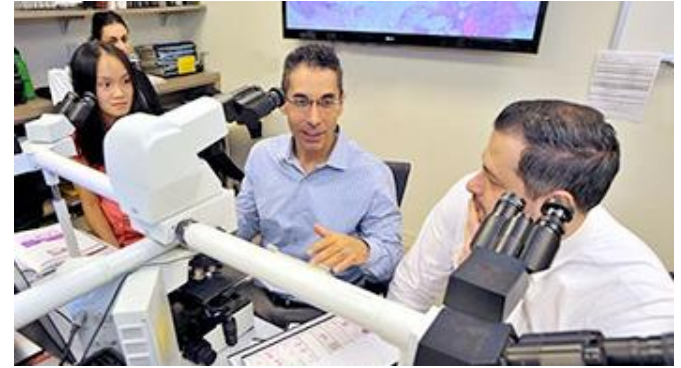


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Research Track

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

Associate Professor

- Minimum of **six** years at the assistant professor level, except in unusual circumstances
- Record of outstanding collaborative and/or independent scientific work
- Demonstrate the extent to which their activities contribute to research excellence within the Feinberg School of Medicine

Professor

- Minimum of **five** years at the associate professor level, except in unusual circumstances
- Evidence of continued productivity since appointment or promotion to Research Associate Professor
 - In collaborative or independent scientific work
 - In support of research excellence within FSM

*Activity on the **Research Faculty Track** and Examples of Accomplishments*

	Dimensions of Achievement and Examples of Contributions		
	Scholarship	Recognition and Leadership	Professional Service*
Research	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Editorial activities for journals • Member of scientific review committees • Leadership activity in professional organizations • Participation in scientific review for granting agencies • Member of data monitoring boards • Awards • Visiting professorships, national presentations, and invited lectures 	<ul style="list-style-type: none"> • Review activities for journals. • Mentorship and education of trainees in the laboratory • Support development of systems that support research and teaching in the research laboratory • Participation in student/resident recruitment and selection

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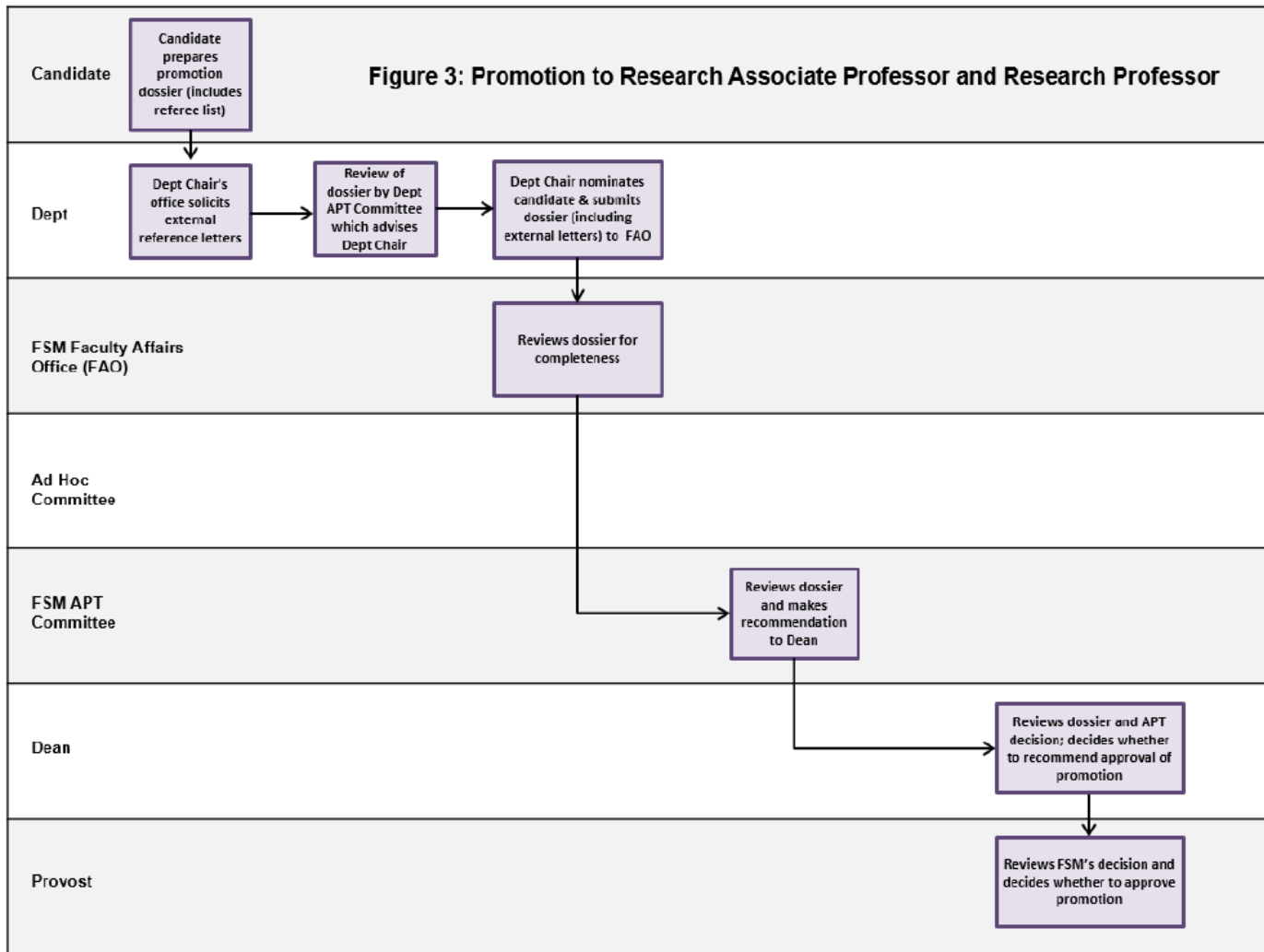
Promotion for Research Faculty

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

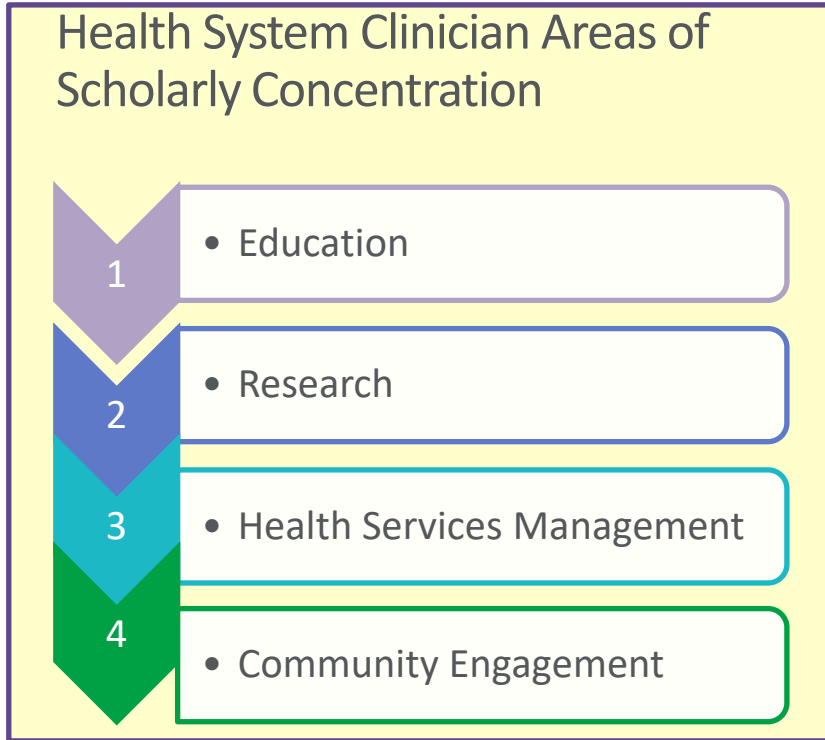


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Health System
Clinician Track



Health System Clinician Track



- MDs with significant clinical responsibilities across regional health system sites
- In addition to clinical contributions, need one area of scholarly concentration
- Non-tenure track

Promotion for Health System Clinicians

Clinical Associate Professor

- Minimum of **six** years at the assistant professor level
- Sustained pattern of excellence and impact as an expert clinician and in one area of concentration that has resulted in significant **local/regional** recognition of achievements

Clinical Professor

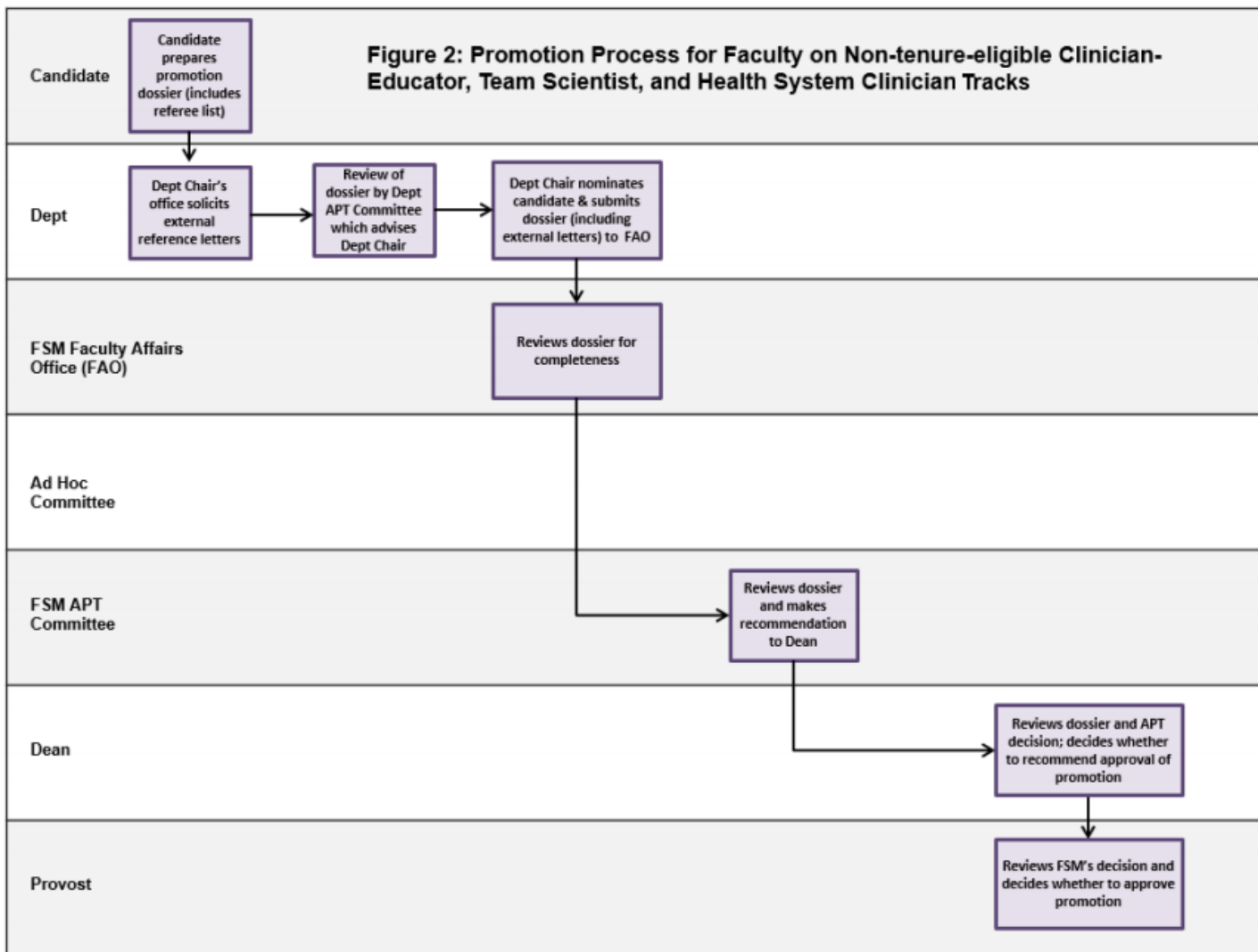
- Minimum of **five** years at the associate professor level
- Multiple contributions as an expert clinician and in one area of concentration with a substantial impact in the field that have resulted in **regional/national** recognition of achievements

Domains of Activity on the *Clinician-Educator and Health System Clinician Tracks* and Examples of Accomplishments

Domain	Dimensions of Achievement and Examples of Contributions		
	Scholarship	Recognition and Leadership	Professional Service*
Clinical Impact and Recognition	<ul style="list-style-type: none"> Development and implementation of clinical protocols and guidelines Development and implementation of innovative clinical programs or quality initiatives Unique expertise in clinical or consultative specialty Publication of case reports, reviews, editorials and book chapters 	<ul style="list-style-type: none"> Leadership activity in professional organizations Editorial activity for medical journals Recognition by community or peers as clinical leader Consultative positions in governmental or nongovernmental organizations Consistent outstanding evaluations as a clinician from residents and medical students Participation in the development of clinical guidelines, statements, and other expert opinion documents that form the basis for the national standard of patient care 	<ul style="list-style-type: none"> Provision of high-quality, evidence-based patient care Service contributions to the academic medical center, medical school, or university Community outreach Mentorship of junior faculty, fellows, and residents.
Teaching and Education	<ul style="list-style-type: none"> 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) Collaborations with Searle Center for Teaching Excellence 	<ul style="list-style-type: none"> Receipt of teaching awards Recurring exceptional teaching effectiveness on evaluations Leadership activities in residency programs or medical student clerkships. 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. 	<ul style="list-style-type: none"> Teaching medical students in courses such as Problem Based Learning and Medical Decision Making is expected (http://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/index.html) Mentorship of junior faculty, fellows, and residents. Review activities for education journals. Development of systems that support teaching Participation in student/housestaff recruitment and selection
Original Research	<ul style="list-style-type: none"> Contribute to publications of innovative, original research as a PI or member of a research team Consistent receipt of extramural funding (e.g., governmental and nongovernmental) Principal investigator of multicenter studies or collaborations 	<ul style="list-style-type: none"> Editorial activities for journals Leader of scientific review committees Leadership activity in professional organizations Participation in scientific review for granting agencies Awards 	<ul style="list-style-type: none"> Review activities for journals. Teaching research methods through courses and seminars. Mentorship of junior faculty, fellows, and residents.
Health Services and Management	<ul style="list-style-type: none"> Scholarly evaluation of health care delivery with publication of findings regarding the effects of administrative interventions Development of physician leadership training programs (e.g., administrative fellowship with MBA at Kellogg) Development of innovative administrative programs 	<ul style="list-style-type: none"> Administrative leadership activity in the medical center, medical school, or university Department or division leadership activity (e.g., chair, vice chair, director) Leadership in faculty development. Leadership activity in professional organizations 	<ul style="list-style-type: none"> Demonstration of effective administration of health care delivery Participation in administration of medical school departments and centers Committee service (departmental, medical school, or university). Mentorship of junior faculty, fellows, and residents.
Community Engagement	<ul style="list-style-type: none"> Contribute to community-engaged research activities and publication of the findings Development of community-based clinical and/or educational programs Development of training, learning opportunities, toolkits and related resources for community partners Additional forms of scholarship, such as collaborative authorship contributions to community health needs or asset reports, evidence-based practice guidelines, and policy documents 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) 	<ul style="list-style-type: none"> Receipt of awards for community-based activities and service Leadership or co-leadership of community-based initiatives 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 	<ul style="list-style-type: none"> Education about, and/or promotion of, clinical research in a community setting Service on governance or advisory committees in a community organization Mentoring community organization staff in research planning and/or funding proposals Teaching activities conducted in community settings for Northwestern medical and/or graduate students/residents/clinical post-doctoral fellows/practitioners – lectures, courses, individual instruction 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

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Figure 2: Promotion Process for Faculty on Non-tenure-eligible Clinician-Educator, Team Scientist, and Health System Clinician Tracks



Feinberg Faculty Promotion & Tenure Gateway

Faculty Affairs Office

Search web or people

About Us ▾ For Faculty ▾ Career Development ▾ For Administrators For Affiliates ▾

Faculty Promotion & Tenure

\\ 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.

Feinberg Faculty Career Planning

The screenshot displays the Feinberg Faculty Career Planning website. At the top, the 'Faculty Affairs Office' header includes a search bar and navigation tabs: 'About Us', 'For Faculty', 'Career Development', 'For Administrators', and 'For Affiliates'. The 'For Faculty' dropdown menu is open, listing options such as 'For Faculty Overview', 'Your Online Presence', 'Appointments', 'Career Planning', 'Career Planning Overview' (highlighted with an orange border), 'For Clinician-Educators' (highlighted with a yellow border), 'For Investigators', 'For Team Scientists', 'For Research Faculty', 'Performance Review', 'Promotion & Tenure', 'Wellness', 'Organizations', and 'Policies & Handbooks'. The main content area features a large image of a stone archway with the text 'er Planning' overlaid. Below this, a section titled 'Career Track Gateways' is visible, with a sub-section 'Career Track Gateways' containing a photograph of a tree-lined path and the text: 'Navigate your path to promotion/tenure with focused resources pertinent to your career track:'. A list of gateways follows: 'Clinician-Educator Gateway', 'Investigator Gateway', 'Health System Clinician Gateway', 'Team Scientist Gateway', and 'Research Faculty Gateway'.

New Feinberg Faculty Launchpad

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[NEWS CENTER](#) | [FACULTY PROFILES](#)

Faculty Launchpad

Search web or people



Clinical Logins ▾

Research Logins ▾



Faculty Launchpad

Faculty Announcements

A modern hospital hallway with large windows and glass-walled offices. A woman in a white lab coat is walking along the windows. The hallway is bright and clean, with a polished floor and recessed ceiling lights. The windows offer a view of a city and a body of water. The glass-walled offices on the right have horizontal blinds and a person is visible working at a computer.

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Applying for Promotion and Tenure

Promotion and Tenure Timeline

Jan 2025

Sept 2026



-  Candidate and department prepare dossier (winter/spring/summer 2025)
-  Promotion dossier due to FSM Faculty Affairs Office (Aug/Sept/Nov 2025)
-  APT Committee and Deans review candidates (Oct 2025-April 2026)
-  Provost reviews candidates (May-June 2026); final decisions communicated by July 2026
-  Promotion / tenure decisions take effect September 1, 2026

New! Packets for investigators proposed at the ranks of Associate Professor and Professor are due to FAO on August 1, 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.

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

Prepare Your Promotion/Tenure Packet

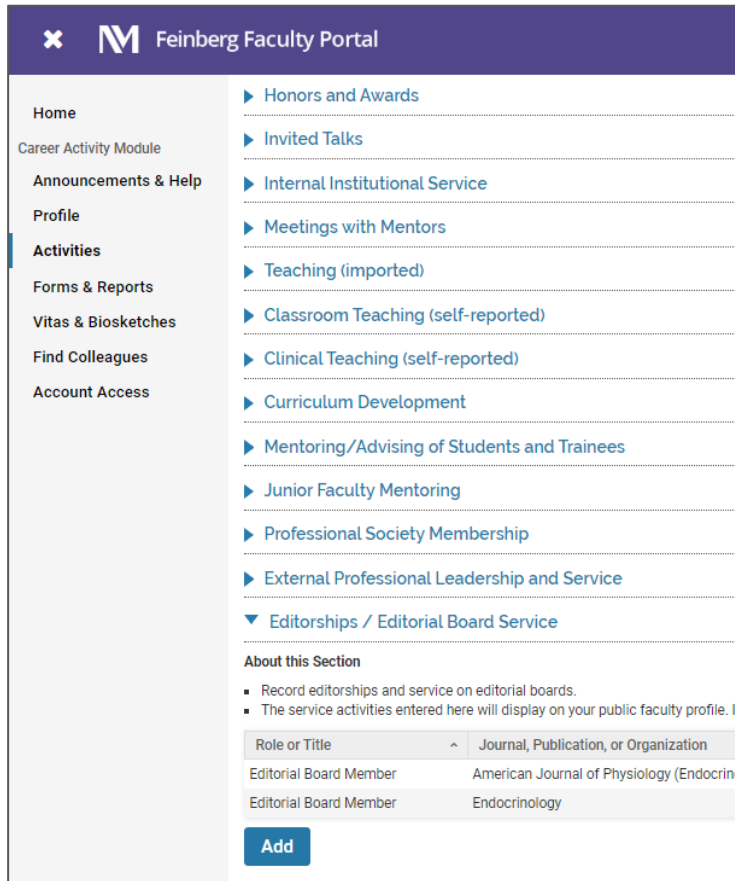
<https://www.feinberg.northwestern.edu/fao/for-faculty/promo-tenure/packet/index.html>

- 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
 - CV
 - CV Supplement: Quality Improvement Initiatives
 - CV Supplement: Development and Leadership of Clinical Initiatives
 - CV Supplement: Public and Population Health Initiatives
 - CV Supplement: Global Health Initiatives
 - Personal Statement
 - Record of Teaching (and teaching evaluations)
 - Critical References List
 - Referee List
 - Letter from Program Leader

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
- Four **optional** CV supplements are available
 - CV Supplement: Quality Improvement Initiatives
 - CV Supplement: Development and Leadership of Clinical Initiatives
 - CV Supplement: Public and Population Health Initiatives
 - CV Supplement: Global Health Initiatives

Feinberg Faculty Portal, powered by Interfolio



The screenshot shows the Feinberg Faculty Portal interface. On the left is a sidebar with navigation options: Home, Career Activity Module, Announcements & Help, Profile, Activities (highlighted), Forms & Reports, Vitas & Biosketches, Find Colleagues, and Account Access. The main content area displays a list of activity categories, each with a right-pointing arrow: Honors and Awards, Invited Talks, Internal Institutional Service, Meetings with Mentors, Teaching (imported), Classroom Teaching (self-reported), Clinical Teaching (self-reported), Curriculum Development, Mentoring/Advising of Students and Trainees, Junior Faculty Mentoring, Professional Society Membership, External Professional Leadership and Service, and Editorships / Editorial Board Service. Below this list is a section titled "About this Section" with two bullet points: "Record editorships and service on editorial boards." and "The service activities entered here will display on your public faculty profile." Below the text is a table with two columns: "Role or Title" and "Journal, Publication, or Organization". The table contains two rows: "Editorial Board Member" for "American Journal of Physiology (Endocrinology)" and "Editorial Board Member" for "Endocrinology". At the bottom of the table is a blue "Add" button.

- 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

External Professional Recognition (Examples)

- 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

<https://www.feinberg.northwestern.edu/fao/for-faculty/promo-tenure/packet/external-recognition.html>

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 who you have an ongoing relationship with
- Current and former mentees who you have an ongoing relationship with
- 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