

Marshall University

Joan C. Edwards School of Medicine

Faculty Promotion & Tenure Regulations

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Marshall University Joan C. Edwards School of Medicine
Guidelines for Faculty Promotion & Tenure

Preamble.....	3
Annual Faculty Evaluation.....	3
Personnel Advisory Committee.....	3
School of Medicine Faculty Tracks.....	4
Faculty Tenure.....	5
Mid-Tenure Review.....	5
Promotions.....	5
Criteria for Promotion.....	7
Instructor to Assistant Professor.....	7
Clinical Faculty Promotion Non-Tenure.....	7
Clinical Faculty Promotion Tenure.....	10
Basic Science Faculty Promotion.....	15
Specialty Track Promotion.....	19
Procedure for Promotion.....	25
Timetable for Promotion and Tenure Consideration.....	27
Adoption and Amendment.....	27

I. PREAMBLE

Promotion and award of tenure are means by which the School of Medicine encourages, recognizes and rewards academic achievement and strives to maintain a faculty of excellence. In keeping with Marshall University policy, promotion and award of tenure will be based upon the demonstration of professional competence and achievement as judged by criteria in the areas of teaching, research/scholarly activities and service and the continuing need for a faculty member with particular qualifications and competencies. Promotion and tenure decisions made by the School of Medicine will be subject to the general University regulations in conjunction with peer review by the Personnel Advisory Committee and the policies and criteria set forth in these regulations. New faculty will receive from their Chair or his/her designee, the policies and procedures for obtaining promotion and/or tenure together with a discussion of expectations of achievements for their particular department. The Chair or his/her designee and the faculty member will sign a form stating the meeting was held and the current P&T policies/procedures were received by the faculty member. The form will become part of the candidate's portfolio for P&T.

II. ANNUAL FACULTY EVALUATION

Faculty members will be evaluated in accordance with the Marshall University Board of Governor's policy MUBOG AA-22a. Departmental Chairs, in consultation with members of their respective departments, are responsible for development of evaluation methods and criteria which will be used in evaluating performance of faculty within their department. Although various evaluation methods may be used (cf. Tucker, Allan: *Faculty Evaluation. In: Chairing the Academic Department: Leadership Among Peers*, 2nd ed. Macmillan, New York, 1984, pp. 143-174.), evaluation procedures and criteria are subject to review by the Dean or Dean's designee and the Personnel Advisory Committee.

At the end of every calendar year, each faculty member will complete the Annual Faculty Activities Evaluation form and submit the completed form, together with whatever supporting material the faculty member deems appropriate, to his/her Chair by March 31. Using the above materials submitted by the faculty member and other appropriate information and data, the Chair will add comments to the form and complete the overall assessment section. The Chair will confer with the faculty member and discuss the evaluation before June 30. Annual Faculty Activities Evaluation forms must be completed by each faculty member and by their Department Chair who both sign the form. Lack of an annual form for each year that faculty have an appointment in the School of Medicine will prevent candidates from being considered for promotion and/or tenure, unless there is a letter supplied by the Dean of the School of Medicine outlining an extraordinary circumstance that prevented this requirement from being met. A copy of the Annual Faculty Activities Evaluation form will be forwarded to the Dean or Dean's designee subsequent to the Chair's meeting with the faculty member. Copies of the completed Annual Faculty Activities Evaluation forms will be maintained by the faculty member, his/her department Chair and the Dean or Dean's designee. Chairs will be evaluated as faculty members as described above except the first level of consultation and evaluation of them will be with the Dean.

III. PERSONNEL ADVISORY COMMITTEE

The Personnel Advisory Committee is responsible for assisting the School of Medicine in maintaining a faculty of excellence. In addition, it has the responsibility to individual faculty members for fair and timely recognition and encouragement of academic achievement.

The Personnel Advisory Committee will make recommendations to the Dean concerning the promotion and tenure of faculty holding regular, tenure track appointments and non-tenure track, temporary School of Medicine appointments. In addition, the committee will review the application of any new faculty member requesting a rank or tenure at initial appointment that is different from the one held during previous employment at a regionally accredited university or appropriately accredited international college or university. New faculty requesting advanced rank and/or tenure on appointment will submit three letters of recommendation, their

Curriculum Vitae, and any supporting materials such as annual evaluations at previous employment to the Dean or Dean's designee to be uploaded to PAC SharePoint. All PAC members will be notified by email to review the request and vote by email sent to the PAC chair within 30 days of the request. PAC chair will send a written recommendation to the Dean who will notify the department Chair. Recommendation to the Personnel Advisory Committee regarding promotion or tenure may be initiated within the departments of the School of Medicine by faculty members themselves, the Chair, or the departmental personnel committee. The written recommendations will be forwarded along with the promotion/tenure application to the Dean or Dean's designee, who will then forward them to the chair of the Personnel Advisory Committee.

As defined in the Bylaws of the Faculty of the School of Medicine, the Personnel Advisory Committee consists of one elected representative from each department with the exception of two from Biomedical Sciences. Members serve a three-year term on the Personnel Advisory Committee. Faculty holding administrative positions as department Chair or above, and faculty who are not full-time employees of Marshall University School of Medicine, are not eligible to serve on the Personnel Advisory Committee. Members can be re-elected for another consecutive three-year term, but after two consecutive terms must rotate off the committee for at least one year before standing for future election to the Personnel Advisory Committee. The only exception to this is for departments that have only one qualifying faculty member; this person can remain on the committee. Members of the Personnel Advisory Committee must have a terminal degree. A three-member subgroup of the Personnel Advisory Committee, appointed by the chair, will read in depth, the application/portfolio of the candidate for promotion and/or tenure and present the candidate and their recommendation to the full committee. This subgroup will consist of at least one member from the applicant's area of work. If for any reason, a departmental representative is unable to complete his/her term of office, the department must elect another representative to complete the term. The Personnel Advisory Committee elects its own chair and secretary annually.

Departments with equal to or greater than 15 faculty members will have a departmental personnel committee. This committee will consist of three faculty members whose role will be to introduce new faculty to the promotion and tenure process, review and assist in the application of the department's faculty applying for promotion and/or tenure, conduct mid-tenure reviews, and make written recommendations to the Chair regarding the decision to promote or award tenure.

IV. SCHOOL OF MEDICINE FACULTY TRACKS

Faculty can be appointed to the following tracks: clinical (non-tenure or School of Medicine SM), research (probationary/tenure), education (probationary/tenure), or specialty (non-tenure: research, education, service). Clinical track faculty may petition their department Chair to transfer to a tenure-track research/education appointment. The decision must be based on the achievements of the faculty member and the needs of the department and must meet the requirements set forth by the Personnel Advisory Committee as any time served in the non-tenure track will now need to be reviewed as fulfilling tenure track requirements. If the department Chair is in support of the petition, then he/she will petition the Dean of the School of Medicine.

Specialty tracks are available to accommodate the few faculty who significantly contribute to the mission of the School of Medicine, but their positions are primarily non-clinical and do not fit into another track. Specialty track faculty members may have only one area of significant contribution; this must be indicated in the letter of appointment.

Probationary tenure track-research/education faculty cannot switch from research to education or vice-versa prior to obtaining tenure. Tenured faculty members may petition their Chair for a change in track assignment at any time after receiving tenure, with the realization that this change may delay their promotion to the next higher rank due to the different achievement expectations for these different tracks.

V. FACULTY TENURE

School of Medicine regulations related to tenure are in accordance with the Tenure Policies of Marshall University as outlined in the [Greenbook](#).

The maximum period of probation shall not exceed seven years. Before completing the sixth year of a probationary appointment, a non-tenured faculty member shall be given written notice of tenure, or shall be offered a one-year terminal contract of employment for the seventh year.

In exceptional cases, newly appointed faculty members may negotiate the use of prior service at other higher education institutions to reduce the length of the probationary period. The length of the probationary period must be established at the time of initial employment. The tenure requirements of the college(s) and university must be met and the initial letter of appointment must specify the academic year in which the tenure decision will be made. (<https://www.marshall.edu/board/files/MUBOG-AA-28-Faculty-Tenure-202001.pdf>)

The Joan C. Edwards School of Medicine will adopt a “stop the tenure clock” policy into its P&T guidelines. This will be limited to conditions listed in the U.S. Family and Medical Leave Act. (<https://www.dol.gov/general/topic/benefits-leave/fmla>)

The maximum “stop the tenure clock” time is one year from the time the faculty member’s application is approved. The faculty member wishing to opt for this deferment must submit an application to the chair of the Personnel Advisory Committee with supporting documentation (copies of birth certificate or physician’s letters). The Personnel Advisory Committee will vote to approve or disapprove the application and that recommendation will be submitted by the chair of the Personnel Advisory Committee to the Dean or Dean’s Designee of the School of Medicine.

Twelve months prior to the conclusion of seven-year, probationary tenure track, continuous employment, faculty must be either notified of termination at the end of the seventh year or awarded tenure at the end of the sixth year. Tenure may be granted prior to the end of the sixth year. Additionally, tenure may be granted at the time of appointment by the President.

Application for the award of tenure will be considered in the same manner as promotions and follows the same procedures. For award of tenure, a faculty member should meet the criteria outlined above for promotion to Associate Professor. The review procedures and time schedule for submission of documentation are identical to those outlined for promotions.

VI. MID-TENURE REVIEW

Tenure track faculty members must undergo a formal mid-tenure review. This should occur between 2-3 years after the initial faculty appointment. The faculty member submits all of the documents normally required for tenure to either the departmental personnel committee or to senior faculty members appointed by the Chair. Either group will evaluate the candidate’s portfolio and provide feedback in the form of a short, bullet-point report highlighting strengths and weaknesses and recommendations for improvement. This report will become part of the candidate’s portfolio for P&T.

VII. PROMOTIONS

Promotions are not automatic but are based on merit. In addition to the usual criteria of performance in teaching, research/scholarly activity and service, contributions to the overall development and reputation of the School of Medicine by intramural and extramural professional activities will be considered. Because of the varying missions of departments within the School of Medicine, criteria for promotion/tenure must be applied with flexibility. However, for each individual, it is required that lesser achievement in one area be balanced by

excellence in another. Demonstrable competence in teaching, research/scholarly activity and professional service/patient care are of paramount consideration. The understanding between the School of Medicine and the faculty member in regard to the distribution of effort in the areas of teaching, research and service must be a factor when various criteria are balanced. Evidence of scholarship should be manifested in publications or comparable communications.

It is the policy of the School of Medicine that faculty on non-tenure should have a faculty appointment at Joan C. Edwards School of Medicine at Marshall University for a minimum of two years prior to consideration for promotion. It is expected but not required that a minimum of four years of teaching, research, or clinical experience at a particular level will precede promotion to the next rank. Promotion for faculty on the tenure track are in accordance with the Tenure Policies of Marshall University as outlined in the Greenbook. Only faculty members who have been granted tenure are eligible for consideration of promotion in academic rank.

Part-time (less than 1.0 FTE) and Volunteer Clinical Faculty will be evaluated on their teaching, research and clinical contributions to the School of Medicine following the same guidelines expected of full-time non-tenure track faculty.

VIII. CRITERIA FOR PROMOTION

The following tables provide an overview of the School of Medicine (SM) tracks and the criteria needed for promotion (and/or tenure when it is applicable).

a. CLINICAL FACULTY SCHOOL OF MEDICINE (SM) NON-TENURE TRACK

Criteria for Promotion	<i>Instructor to Assistant Professor</i>
General Requirements	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Terminal Degree • Faculty holding the MD degree should be eligible for Board certification in a primary/subspecialty
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Demonstrated promise of developing excellence in teaching
Research/Scholarly Activity	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Demonstrated promise of developing excellence in research/scholarly activities • Basic science faculty should be qualified to serve on and/or chair a doctoral dissertation committee
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Demonstrated professional level of competence
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Demonstrated professional level of competence
Recommendation Letters	<ul style="list-style-type: none"> • Two Recommendation Letters (Internal or External) Submit to OFA@marshall.edu

Criteria for Promotion	<i>Assistant Professor to Associate Professor Non-Tenure Track</i>
Teaching	<p style="text-align: center;">TWO OF THREE ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, patient care or other environments • Present teaching rounds or patient conferences (average of one year) • Participates in faculty development to improve his or her own teaching skills
Research/Scholarly Activity	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Attendance at one national professional society meeting per year • Oversee (mentor) medical students and/or resident and/or fellow in research projects that may include chart review projects or case presentations • Poster presented by mentee at local (Research Day) or regional meeting
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Board certification in clinical area • Patient satisfaction rated above the average for the peer group (peer group consisting of faculty of similar rank within the department) • Peer ratings reflect a professional or exemplary clinician when compared with peers from JCESOM • Maintains a high level of professionalism (professional or exemplary level) • Clinical productivity meets the chair's expectations, with benchmarks to be predetermined at the time of appointment • Clinical outcome measurements are above average compared to a local or regional peer group, with clinical outcome measures to be predetermined at the time of appointment
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Financially uncompensated community service • Membership on hospital and/or departmental committees
Recommendation Letters	<ul style="list-style-type: none"> • Two recommendation letters from peers within the school • One recommendation letter from extramural peers Submit to OFA@marshall.edu

Criteria for Promotion	<i>Associate Professor to Full Professor Non-Tenure</i>
Teaching	<p style="text-align: center;">TWO OF THREE ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, patient care or other environments • Presents teaching rounds or patient conferences (average of one per year) • Participates in faculty development to improve his or her own teaching skills
Research/Scholarly Activity	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Attendance at one national professional society meeting per year • Oversee (mentor) medical student and/or resident and/or fellow in research projects that may include chart review projects or case presentations • Poster presented by mentee at local (Research Day) or regional meeting
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> <input type="checkbox"/> Board certification in clinical area <input type="checkbox"/> Demonstrates excellent clinical leadership. <p>Examples include:</p> <ul style="list-style-type: none"> ○ Established consultant or attracts patients on a regional, national or international level ○ Develops and/or directs a clinical program ○ Devises a clinical quality improvement protocol ○ Devises a new method or procedure which receives national recognition ○ Develops and directs health-related public service programs <p>Patient satisfaction rated as “outstanding” or “top docile” (depending on scale of measurement) with patient satisfaction benchmarks predetermined at the time of appointment.</p> <ul style="list-style-type: none"> • Peer ratings reflect an outstanding clinician (exemplary level evaluations) • Outstanding professionalism evaluations (to include nursing and clinical staff) • Clinical outcome measurements are outstanding compared to local or regional peer group, with outcome measures predetermined at the time of appointment • Clinical productivity exceeds chair’s expectations, with productivity benchmark determined at the time of appointment
Service	<p style="text-align: center;">THREE OF SIX ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Member of Medical School or University committee (e.g. Faculty Senate) • Membership on committees or boards of state, regional or national medical organization • Participation in multi-center clinical trials or participate in demonstration projects/model programs such as obesity initiative or abuse prevention program or prehospital training such as training of EMT • Organizing local or regional scholarly/research symposium • Uncompensated membership on hospital or health department committees • Community service comprised of service on a board or steering committee of an organization
Recommendation Letters	<ul style="list-style-type: none"> • Two recommendation letters from extramural peers • One recommendation letter from peers within the school <p style="text-align: center;">Submit to OFA@marshall.edu</p>

b. CLINICAL FACULTY SCHOOL OF MEDICINE (SM) TENURE TRACK

Criteria for Promotion	<i>Assistant Professor to Associate Professor Tenure Track - Educator</i>
Teaching	<p style="text-align: center;">THE FOLLOWING CRITERIA MUST BE MET</p> <ul style="list-style-type: none"> • Publication of two articles in educational research as either primary or co-author <p>ANY TWO OF THE FOLLOWING:</p> <ul style="list-style-type: none"> • Develops or facilitates improvements in teaching techniques or methods of evaluation • Participating in the design, organization, coordination and evaluation of a course or series of lectures • Participates in educational planning through service on the Medical School or departmental curriculum committee • Develops or substantially improves teaching resources (syllabi, manuals, testing procedures, preparation and evaluation of standardized patients, and similar resources) • Develops and/or presents effective continuing education or other professional programs/meetings, including invited presentation • Publication of papers and/or presentations at professional meetings on topics related to education
Research/Scholarly Activity	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Attendance at one national professional society meeting per year • Oversee (mentor) medical student/resident/fellow in research projects that may include chart review projects or case presentation • Poster presented by mentee at local (Research Day) or regional meeting
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Board certification in the clinical area • JCESOM peer rating reflects professional-level clinical competency (peer evaluation questionnaire to be predetermined) • Patient satisfaction rated equal or better than the average for the peer group (peers from the faculty's own department and patient satisfaction questionnaire provided to the faculty at the time of appointment) • Maintains a high level of professionalism (professional/exemplary level on annual evaluations) • Compliant with the medical records policy of the institution • Demonstrates overall professional level clinical competency as assessed by the department chair (parameters of clinical competency predetermined with the department Chair at the time of appointment)
Service	<p style="text-align: center;">THREE OF SIX ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Member of Medical School or University Committee (e.g. Faculty Senate) • Membership on committees or boards of state/regional/national medical organization • Participation in multi-center clinical trials or participation in demonstration projects/model programs such as obesity initiative, abuse prevention program or pre-hospital training, such as training of EMT • Organize local or regional scholarly/research symposium • Uncompensated membership on hospital or health department committees • Community service comprised of service on a board or steering committee of an organization
Recommendation Letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within school • 2 recommendation letters from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Assistant Professor to Associate Professor Tenure Track - Research</i>
Teaching	<p style="text-align: center;">TWO OF THREE ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, patient care or other environments • Presents teaching rounds or patient conferences (average of one per year) • Participates in faculty development to improve their own teaching skills
Research/Scholarly Activity	<p style="text-align: center;">FOLLOWING TWO CRITERIA MUST BE MET</p> <ul style="list-style-type: none"> • An average of one peer-reviewed publication every two years while a faculty member at JCESOM <p style="text-align: center;">ONE OF TWO ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Application as a principal investigator (PI) or co-PI of extramural peer reviewed grants or contracts • Presentation as senior author or co-author of research results at an average of one national meeting per year
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Board certification in clinical area • JCESOM peer rating reflect professional level clinical competency (peer evaluation questionnaire to be predetermined) • Patient satisfaction rated equal or better than the average for peer group (peers from faculty's own department and patient satisfaction questionnaire provided to the faculty at the time of appointment) • Maintains high level of professionalism (professional/exemplary level on annual evaluations) • Compliant with the medical records policy of the institution • Demonstrates overall professional level clinical competency as assessed by department chair (parameters of clinical competency predetermined with the department Chair at the time of appointment)
Service	<p style="text-align: center;">THREE OF SIX ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Member of Medical School or University Committee (e.g. Faculty Senate) • Membership on committees or boards of state/regional/national medical organization • Participation in multi-center clinical trials or participation in demonstration projects/model programs such as obesity initiative, abuse prevention program or pre-hospital training, such as training of EMT • Organize local or regional scholarly/research symposium • Uncompensated membership on hospital or health department committees • Community service comprised of service on a board or steering committee of an organization
Recommendation Letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within school • 2 recommendation letters from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<p style="text-align: center;"><i>Associate Professor to Full Professor Tenure Track - Educator</i></p>
Teaching	<p style="text-align: center;">THE FOLLOWING CRITERIA MUST BE MET</p> <ul style="list-style-type: none"> • Publication of two articles in educational research as either primary or co-author • Develops or facilitates improvements in teaching techniques or methods of evaluation • Participating in the design, organization, coordination and evaluation of a course or series of lectures • Participates in educational planning through service on the Medical School or departmental curriculum committee • Develops or substantially improves teaching resources (syllabi, manuals, testing procedures, preparation and evaluation of standardized patients and similar resources) • Develops and/or presents effective continuing education or other professional program/meetings including invited presentation • Publication of papers and/or presentation at professional meetings on topics related to education <p>TWO OF THE FOLLOWING REQUIRED</p> <ul style="list-style-type: none"> • Leadership through design, organization, coordination and evaluation of a course(s) • Administrative responsibility at the medical school or department level for curriculum • Leadership in organizing continuing education or other professional programs/meetings • Invited to organize and participate with a major role at a regional or national meeting that involves education • Obtain extramural funding for novel curriculum development or research on more effective teaching modalities
Research/Scholarly Activity	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Attendance at one national professional society meeting per year • Oversee (mentor) medical students/residents/fellow in research projects that may include chart review projects or case presentation • Poster presented by mentee at local (Research Day) or regional meeting
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Patient satisfaction rated above the average for peer group (peer group consisting of faculty of similar rank within the department) • Peer ratings reflect a professional or exemplary clinician when compared with peers from JCESOM • Maintains high level of professionalism (professional or exemplary level) • Clinical productivity meets chair's expectations, with benchmarks to be predetermined at the time of appointment • Clinical outcome measurements are above average compared to a local or regional peer group, with clinical outcome measures to be predetermined at the time of appointment
Service	<p style="text-align: center;">TWO OF FIVE ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Chair of a Medical School committee • Chair or officer for state/regional/national medical organization or professional educational meeting • Development of an innovative clinical or educational program • Development of innovative programs or policies broadly impacting medical education or public health • Community service in a major leadership position

Recommendation Letters	<ul style="list-style-type: none">• 3 recommendation letters from extramural peers Submit to OFA@marshall.edu
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Criteria for Promotion	<i>Associate Professor to Full Professor Tenure Track - Research</i>
Teaching	<p style="text-align: center;">TWO OF THREE ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, patient care or other environments • Presents teaching rounds or patient conferences (average of one per year) • Participates in faculty development to improve their own teaching skills
Research/Scholarly Activity	<p style="text-align: center;">ALL ACTIVITIES ARE REQUIRED</p> <ul style="list-style-type: none"> • An average of one peer-reviewed publication every two years while a faculty member at JCESOM • Application as a principal or co-PI of extra-mural peer-reviewed grants or contracts presentation as senior author or co-author of research results at an average of one national meeting per year • Success in obtaining extramural peer-reviewed grant or contract funds as principal investigator • Services as an ad hoc journal reviewer or ad hoc member of review committees or study sections for research grants • Presents a talk at a national or international scientific meeting • Directs scholarly activity of junior faculty and/or clinical fellows
Patient Care	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Patient satisfaction rated above the average for peer group (peer group consisting of faculty of similar rank within the department) • Peer ratings reflect a professional or exemplary clinician when compared with peers from JCESOM • Maintains high level of professionalism (professional or exemplary level) • Clinical productivity meets chair's expectations, with benchmarks to be predetermined at the time of appointment • Clinical outcome measurements are above average compared to a local or regional peer group, with clinical outcome measures to be predetermined at the time of appointment
Service	<p style="text-align: center;">TWO OF FIVE ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Chair of a Medical School committee • Chair or officer for state/regional/national medical organization or professional educational meeting • Development of an innovative clinical or educational program • Development of innovative programs or policies broadly impacting medical education or public health • Community service in a major leadership position
Recommendation Letters	<ul style="list-style-type: none"> • 3 recommendation letters from extramural peers Submit to OFA@marshall.edu

IX. c. BASIC SCIENCE FACULTY SCHOOL OF MEDICINE (SM) TENURE TRACK

Criteria for Promotion	<i>Assistant Professor to Associate Professor (Educator)</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Develops or facilitates improvements in teaching techniques or methods of evaluation • Responsible for the design, organization, and coordination of a course (course director) Participation in education planning through service on the Medical School curriculum committee • Publication of peer-reviewed papers and/or presentations at professional meetings related to education • Receives consistent “excellent” teaching evaluations and/or teaching awards • Develops and participates in the teaching of major portions of a graduate course
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • At least two peer-reviewed publications, while a faculty member at JCESOM • Application as the principal investigator (PI) or co-PI for extramural research/educational grants or contracts • Presentation of laboratory or educational research as primary or co-author at one or more national meetings
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Service on a University committee (e.g. Faculty Senate) • Service on a major medical school committee (e.g. Admissions, Curriculum or Academic Standards)
Recommendation letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within the school • 2 recommendation letters from peers outside of the school <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Assistant Professor to Associate Professor (Research)</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Presents an average of six lecture hours/semester to medical and/or graduate students • Evidence of participation in professional development workshops for teaching skills • Participates in training of graduate students by service on thesis committees and/or involvement in professional development workshops • Participates as a small group facilitator and/or composes a clinical/basic science case/problem
Research/Scholarly Activities	<p style="text-align: center;">THE FOLLOWING CRITERIA MUST BE MET</p> <ul style="list-style-type: none"> • Six peer-reviewed publications while a faculty member at JCESOM <ul style="list-style-type: none"> o Three of the six must have impact factor of 3.0 or higher o Three of the six must have significant contribution from the faculty member as evidenced by being first or last author, except in cases where the faculty member’s contract states that their significant contribution will be in a support role for research as a vital member of a research team. These can include work finished, but not published during postdoctoral training period • Award of at least one extramural, peer-reviewed grant as PI or, if a vital member of a research team as defined above, as co-PI • Presentation of research results, on average, at one national meeting per year <p style="text-align: center;">ONE OF TWO ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Ad hoc review of an average of one manuscript per year for National/International journals while a faculty member at JCESOM with the understanding that the faculty member’s Chair will ensure that these opportunities are made available to the faculty member • Service as an ad hoc member of a grant review panel for a federal agency or national foundation
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Service on a University committee (e.g. Faculty Senate) • Service on a major medical school committee (e.g. Admissions, Curriculum or Academic Standards)
Recommendation letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within the school • 2 recommendation letters from peers outside of the school <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Associate Professor to Full Professor (Educator)</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Develops a course, curricular component, educational software or provides an invited evaluation of materials which are used regionally or nationally • Organizes and participates in a session at a regional or national medical education meeting • Administrative responsibility at the medical school or department level for curriculum • Sustained and exemplary performance as a course director/curriculum committee member/publications/consistent “excellent” teaching evaluations/teaching of major portions of a graduate course • Obtain extramural funding for novel curriculum development or research on more effective teaching modalities
Research/Scholarly Activities	<p style="text-align: center;">THE FOLLOWING CRITERIA MUST BE MET</p> <ul style="list-style-type: none"> • Six peer-reviewed publications while a faculty member at JCESOM <ul style="list-style-type: none"> • Three of the six must have impact factor of 3.0 or higher • Three of the six must have significant contribution from the faculty member as evidenced by being the first or last author, except in cases where the faculty member’s contract states that their significant contribution will be in a support role for research as a vital research team member. These can include work finished but not published during the postdoctoral training period • Award of at least one extramural, peer-reviewed grant as principal investigator (PI) or, if a vital member of a research team as defined above, as co-PI • Presentation of research results, on average, at one national meeting per year <p style="text-align: center;">ONE OF THE FOLLOWING TWO REQUIRED</p> <ul style="list-style-type: none"> • Ad hoc review of an average of one manuscript per year for national/international journals while a faculty member at JCESOM, with the understanding that the faculty member’s Chair will ensure that these opportunities are made available to the faculty member • Service as an ad hoc member of a grant review panel for a federal agency or national foundation
Service	<p style="text-align: center;">THREE OF FOUR ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Chair of medical school committee • Member of external advisory board/committee • Departmental or medical school administrative duties • Provide examples of community service such as science fair judge, talks to civic organizations, outreach education
Recommendation letters	<ul style="list-style-type: none"> • 3 recommendation letters from peers outside the school. Submit to OFA@marshall.edu

Criteria for Promotion	<i>Associate Professor to Full Professor (Research)</i>
Teaching	<p style="text-align: center;">THREE OF SIX ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Develops or facilitates improvements in teaching techniques or methods of evaluation • Responsible for the design, organization, coordination of a course (course director) • Participation in education planning through service on the Medical School curriculum committee • Publication of peer-reviewed papers and/or presentations at professional meetings related to education • Receives consistent “excellent” teaching evaluations and/or teaching awards • Develops and participates in the teaching of major portions of a graduate course
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Continued production of an average of two peer-reviewed publications per year while a faculty member at JCESOM • Direction of the research activity of one or more postdoctoral fellows and/or PhD • Award of at least two additional extramural, peer-reviewed grants as PI or, if a vital member of a research team, as co-PI • Publication of a review article, or book chapter in field of research expertise • Service as a regular member of a special review committee or study section • Presentation, as an invited speaker, of a talk at another institution or International Society Meeting
Service	<p style="text-align: center;">THREE OF FOUR ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Chair of medical school committee • Member of external advisory board/committee • Departmental or medical school administrative duties • Provide examples of community service such as science fair judge, talks to civic organizations, outreach education
Recommendation letters	<ul style="list-style-type: none"> • 3 recommendation letters from peers outside the school. Submit to OFA@marshall.edu

X. d. SPECIALTY TRACK SCHOOL OF MEDICINE (SM) NON-TENURE TRACK

Criteria for Promotion	<i>Assistant Professor to Associate Professor Non-Tenure – Educator</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Receives consistent “excellent” teaching evaluations and/or teaching awards • Develops or facilitates improvements in teaching techniques or methods of evaluation • Participates in the design, organization, coordination and evaluation of a course or series of lectures • Participates in education planning through service on the Medical School or departmental curriculum committee • Develops or substantially improves teaching resources, such as syllabi, manuals, testing procedures, preparation and evaluation of standardized patients and similar resources • Develops and/or presents effective continuing education or other professional program/meetings, including invited presentations • Publication of papers and/or presentations at professional meetings on topics related to education
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • At least two peer-reviewed publications averaged per year while a faculty member at JCESOM • Application as the principal investigator (PI) or co-PI for extramural research/educational grants or contracts • Presentation of laboratory or educational research as primary or co-author at one or more national meetings
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Financially uncompensated community service • Member on hospital and/or department committees
Recommendation letters	<ul style="list-style-type: none"> • 2 recommendation letters from peers within the school • 1 recommendation letter from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Assistant Professor to Associate Professor Non-Tenure – Research</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, or other environments • Presents lectures (average of six lecture hours/semester to medical and/or graduate students) • Participate in faculty development to improve his or her own teaching skills
Research/Scholarly Activities	<p style="text-align: center;">THE FOLLOWING CRITERIA MUST BE MET</p> <ul style="list-style-type: none"> • An average of two peer-reviewed publications per year while a faculty member at JCESOM <ul style="list-style-type: none"> ○ Half of which must have impact factor of at least 3.0 or higher <ul style="list-style-type: none"> ○ Also, approximately half must have significant contribution from the faculty member as evidenced by being first or last author, except in cases where the faculty member’s contract states that their significant contribution will be in a support role for research as a vital member of a research team. These can include work finished, but not published during the postdoctoral training period • Award of at least one extramural, peer-reviewed grant as PI or, if a vital member of a research team as co-PI • Presentation of research results, on average, at one national meeting per year <p style="text-align: center;">ONE OF THE FOLLOWING TWO ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Ad hoc reviewer of an average of one manuscript per year for National/International journals while a faculty member at JCESOM • Service as an ad hoc member of a grant review panel for a federal agency or national foundation
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Financially uncompensated community service • Member on hospital and/or department committees
Recommendation letters	<ul style="list-style-type: none"> • 2 recommendation letters from peers within the school • 1 recommendation letter from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Assistant Professor to Associate Professor Non-Tenure – Service</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, or other environments • Presents lectures (average of six lecture hours/semester to medical and/or graduate students) • Participates in faculty development to improve his or her own teaching skills
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • At least two peer-reviewed publications averaged per year while a faculty member at JCESOM • Application as the PI or co-PI for extramural research/educational grants or contracts • Presentation of laboratory or educational research as primary or co-author at one or more national meetings
Service	<p style="text-align: center;">THREE OF SIX ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Member of Medical School or University committee (e.g. Faculty Senate) • Membership on committee or boards of state, regional or national medical organization • Participation in multi-center clinical trials or participate in demonstration projects/model programs such as obesity initiative or abuse prevention program or prehospital training such as training of EMT • Organizing local or regional scholarly/research symposium • Uncompensated membership on hospital or health department committees • Community service comprised of service on a board or steering committee of an organization
Recommendation letters	<ul style="list-style-type: none"> • 2 recommendation letters from peers within the school • 1 recommendation letter from extramural peers Submit to OFA@marshall.edu

Criteria for Promotion	<i>Associate Professor to Full Professor Non-Tenure - Educator</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Develops a course, curricular component, education software or provides an invited evaluation of materials which are used regionally or nationally • Organizes and participates in a session at a regional or national medical education meeting • Administrative responsibility at the medical school or department level for curriculum • Sustained and exemplary performance as a course director/curriculum committee member/publications/consistent “excellent” teaching evaluations/teaching of major portions of a graduate course • Obtain extramural funding for novel curriculum development or research on more effective teaching modalities.
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • At least two peer-reviewed publications averaged per year while a faculty member at JCESOM • Application as the principal investigator (PI) or co-PI for extramural research/education grants or contracts • Presentation of laboratory or educational research as primary or co-author at one or more national meetings
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Financially uncompensated community service • Membership on hospital and/or departmental committees
Recommendation letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within the school • 2 recommendation letters from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Associate Professor to Full Professor Non-Tenure - Research</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, or other environments • Presents lectures (average of six lecture hours/semester to medical and/or graduate students) • Participates in faculty development to improve his or her own teaching skills
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Production of an average of two peer-reviewed publications per year while a faculty member at JCESOM • Direction of the research activity of one or more postdoctoral fellows and/or PhD students • Award of at least two extramural, peer-reviewed grants as PI, or if a vital member of a research team as co-PI • Publication of a review article, or book chapter in field of research expertise • Service as a regular member of a special review committee or study section • Presentation as an invited speaker of a talk at another institution or national/international Society Meeting
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Financially uncompensated community service • Membership on hospital and/or department committees
Recommendation letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within the school • 2 recommendation letters from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

Criteria for Promotion	<i>Associate Professor to Full Professor Non-Tenure - Service</i>
Teaching	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Instructs trainees in classroom, laboratory, or other environments • Presents lectures (average of six lecture hours/semester to medical and/or graduate students) • Participates in faculty development to improve his or her own teaching skills
Research/Scholarly Activities	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • At least two peer-reviewed publications averaged per year while a faculty member at JCESOM • Application as the PI or co-PI for extramural research/education grants or contracts • Presentation of laboratory or educational research as primary or co-author at one or more national meetings
Service	<p style="text-align: center;">ALL ACTIVITIES REQUIRED</p> <ul style="list-style-type: none"> • Chair of a Medical School committee or other leadership position in the Medical School • Chair or officer for state, regional or national medical organizations or professional educational meeting • Development of innovative programs or policies broadly impacting medical education or public health • Community service in a major leadership position
Recommendation letters	<ul style="list-style-type: none"> • 1 recommendation letter from peers within the school • 2 recommendation letters from extramural peers <p style="text-align: center;">Submit to OFA@marshall.edu</p>

XI. PROCEDURE FOR PROMOTION

Annually, the Dean or Dean's Designee will request all faculty and each departmental chairperson to submit proposals for promotions. Each faculty member is responsible for initiating his or her application for promotion. However, a Chair or a departmental personnel committee may initiate a proposal for the promotion of any member of the department. Proposals for the promotion of a Chair may be initiated by himself or herself or by a departmental personnel committee.

A candidate for promotion should submit an application for promotion by the established departmental deadline to the Chair. In submitting an application for promotion, a faculty member should submit to their Chair a thorough documentation of his or her teaching, research and other scholarly activities and service achievements. The application must include, but not be limited to: a current and complete Curriculum Vitae (e.g. Appendix D) and all annual faculty evaluations completed since their last promotion. Candidates are encouraged to utilize the Promotion and Tenure Dossier Template to assist in organizing the application dossier. The same documentation regarding a candidate for promotion is required if a proposal for promotion is initiated by the faculty member, the Chair, or the departmental personnel committee.

The Chair or their designee will check the applicant's file for completeness and then submit the application to the departmental personnel advisory committee or its equivalent. If the candidate holds graduate or associate graduate faculty status, the Chair will notify the Dean or Dean's Designee of the Graduate School to provide him or her an opportunity to submit additional information about the candidate.

The departmental personnel committee or the department's Personnel Advisory Committee representative (or the Chair of the Personnel Advisory Committee if the department does not have a representative) will prepare a written recommendation with respect to the qualifications of the candidate for promotion and submit the written report together with the candidate's application to the Dean or Dean's Designee. Beginning with departmental personnel committee, where appropriate, and continuing thereafter through each step of the decision-making process, the candidate shall be informed in writing of any recommendation to deny promotion. The candidate may withdraw his or her application for promotion at any time during the promotion process.

The department Chair will prepare a written letter of recommendation regarding the candidate's qualifications for promotion and complete sections I - VI of the Recommendation for Promotion and/or Tenure form (Appendix C). The faculty member signs the form and the Chair submits the completed documentation to the Dean or Dean's designee.

The final application submitted to the Dean or Dean's designee must include, but not be limited to: a completed Marshall University School of Medicine Recommendation for Promotion and/or Tenure form (Appendix C), the Chair's letter, the faculty member's current and complete Curriculum Vitae (e.g. Appendix D), all annual faculty evaluations since their last promotion, letters of recommendation from intramural and extramural peers (addressed to the PAC Committee and sent directly to the Office for Faculty Advancement by email: OFA@marshall.edu or mail: Office for Faculty Advancement, 1600 Medical Center Drive, Huntington, WV 25701), and the written recommendation from the departmental personnel committee, or its equivalent.

All the documentation outlined above must be submitted to the Dean or Dean's designee by November 1 of the academic year prior to when the promotion would become effective. No items may be added or deleted from the application after November 1. Failure to submit the required documentation by the deadline above shall result in deferral of consideration for promotion until the following year.

After checking the application for completeness, it will be forwarded by the Dean or Dean's designee to the chair of the Personnel Advisory Committee by November 15. The chair of the Committee is then responsible for ensuring that all the submitted documentation is available for review by all members of the Committee. As the Committee is charged with a thorough evaluation of each candidate before reaching its recommendation,

each member of the Committee is required to review all submitted documentation concerning an individual prior to discussion and voting by the Committee concerning the individual's promotion. In addition, a subcommittee appointed by the chair will read all the documentation in depth and make a recommendation to the full Committee.

Following discussion, the Committee will vote to reach its final recommendation. Recommendations will follow the simple majority vote of the members present. The chair of the Committee, as a departmental representative, shall be entitled to vote. The ballot results will be placed in a sealed envelope which shall be forwarded to the Dean or Dean's designee and remain unopened unless opened during an appeals proceeding. The actual vote count, final recommendation and a summary of the written comments made by the members of the committee will be submitted to the Dean or Dean's designee in writing. Written comments made by individual members of the Committee during balloting will be sealed in separate envelopes to be kept by the chair of the Committee. In cases where promotion is awarded, the written comments will be destroyed after the effective date of promotion. In cases of negative decisions, the comments will be held indefinitely.

The chair of the Personnel Advisory Committee will inform a candidate in writing of a committee recommendation to deny his or her promotion.

All recommendations and the Committee chair's written summary statements are forwarded to the Dean or Dean's designee. The Dean will include this summary with his subsequent recommendations to the President of Marshall University.

XII. TIMETABLE FOR PROMOTION AND TENURE CONSIDERATION

September 15 The Dean or Dean's designee will distribute to department Chairs and all faculty a written call for suggested promotions to take effect July 1 of the following year. The Dean or Dean's designee will also distribute to departmental Chairs and to the chair of the Personnel Advisory Committee a list of faculty who must be considered for tenure. Where applicable, the departmental Chair will immediately notify the departmental personnel committee that the committee must submit recommendations regarding eligible faculty to the department Chair by October 15. The department Chair will inform the Dean or Dean's designee of the Graduate School of all candidates for promotion and/or tenure who hold graduate or associate graduate faculty status.

October 15 Written recommendations of the departmental personnel committee, where appropriate, must be forwarded to the department Chair on or before this date.

November 1 Department Chair must submit a recommendation for promotion/tenure and all other required exhibits to the Dean or Dean's designee on or before this date.

November 15 The Dean or Dean's designee will forward all documentation concerning candidates for promotion/tenure to the chair of the Personnel Advisory Committee on or before this date.

February 1 Final recommendations of the Personnel Advisory Committee regarding the promotion/tenure of all candidates will be forwarded to the Dean or Dean's designee on or before this date.

February 15 The Dean or Dean's designee will have met with department Chairs and indicated to them in writing the final decision concerning the promotion/tenure recommendation for each candidate within the department on or before this date. Subsequently, the Dean will present his/her final recommendation to the President and send an information copy to the chair of the Personnel Advisory Committee.

July 1 Promotions approved by the Dean, the President, and the Board of Governors become effective.

Failure to comply with the November 1 deadline for submission of documentation to the Dean or Dean's designee shall result in the deferral of a promotion recommendation to the following year or failure of the Personnel Advisory Committee to recommend tenure.

XIII. ADOPTION AND AMENDMENT

These regulations may be adopted or amended by a sixty percent majority vote of the full-time faculty present at any regularly called School of Medicine Faculty Meeting, provided the faculty has received notice of the proposed changes at least ten days prior to this meeting. Changes therein become effective upon approval by the Dean of JCESOM. The Personnel Advisory Committee is authorized by the School of Medicine Faculty to make necessary changes in the regulations to remain in accordance with university requirements as stated in the Greenbook without formal approval by the faculty. The regulations will be distributed to all full-time faculty in the School of Medicine and all full-time faculty will be notified of any amendments/changes. Changes in the promotion and tenure regulations will not be retroactive and will only apply to faculty hired after the date of adoption/amendment of these regulations.