

FACULTY PROMOTION AND TENURE REGULATIONS

**SCHOOL OF MEDICINE
MARSHALL UNIVERSITY**

Approved
School of Medicine Faculty
April 28, 1988

Revised
Personnel Advisory Committee
In accordance with Section VIII
11/03/88
05/03/94

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 guided by the University and School regulations in conjunction with peer review by the Personnel Advisory Committee and the policies and criteria prescribed by each department.

II. ANNUAL FACULTY EVALUATION

Faculty members will be evaluated in accordance with the Marshall University School of Medicine Policy for Evaluation of Faculty Activities (cf. Appendix A). Departmental Chairpersons, 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 and the Personnel Advisory Committee.

At the beginning of every academic year, each faculty member will complete the Faculty Activities Plan Section of the Marshall University School of Medicine Faculty Activities Plan and Report (cf. Appendix B) in consultation with his/her chairperson. Near the conclusion of the academic year, each faculty member will complete the Faculty Activities Report Section and submit the Plan and Report, together with whatever supporting material the faculty member deems appropriate, to his/her chairperson. Using the above materials submitted by the faculty member and other appropriate information and data, the chairperson will evaluate the faculty member using the Faculty Activities Evaluation Section of the form. When the evaluation process is completed, the chairperson will confer with the faculty member and discuss the evaluations. Copies of the Faculty Activities Evaluation forms will be forwarded to the Dean subsequent to the post-evaluation conference. Copies of the Faculty Activities Plan and Report and the Faculty Activities Evaluation will be maintained by the faculty member, his/her departmental chairperson and the Dean. Chairpersons 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. In addition, the Committee will make recommendations to the Dean concerning the promotion of faculty members holding non-tenure track, temporary "SM" appointments (See below). Recommendations to the Committee regarding promotion or tenure will be initiated within the departments of the School of Medicine by faculty members themselves, chairpersons, or departmental personnel committees. The recommendations will be forwarded to the Dean, who will then forward them to the chairperson of the Personnel Advisory Committee. Written recommendations of the departmental personnel committee will, where appropriate,

accompany recommendations when they are forwarded to the Dean and subsequently to 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. Each individual department elects its representative. Faculty holding administrative positions as department chairperson 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. Terms of office are normally three years. 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 chairperson and secretary annually.

IV. 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.

V. CRITERIA FOR PROMOTION

1. Instructor to Assistant Professor

Minimum experience requirements:

- Terminal degree
- Faculty holding the M.D. degree should be eligible for Board certification in a primary or subspecialty

Specific areas for consideration include, but are not limited to:

- Teaching
 - demonstrated promise of developing excellence in teaching
- Research/Scholarly Activities
 - 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
- Professional Service/Patient Care
 - Demonstrated competence

2. Assistant to Associate Professor

Overall evidence of superior worth to the University as demonstrated by effective performance in all major areas of responsibility and excellence in either teaching or research/scholarly activities.

Minimum experience requirements

- Two years on faculty at Marshall University
- Terminal degree and 4 years satisfactory teaching experience at level of Assistant Professor
- Faculty holding the M.D. degree should be Board certified in a primary or subspecialty
- Basic science faculty should be qualified to sponsor a Ph.D. student and chair a doctoral dissertation committee

Specific areas for consideration include, but are not limited to:

- Teaching
 - evaluations of satisfactory or above by chairperson and peer review
 - factors considered should include the following where appropriate:
 - ◇ teaching load
 - ◇ development of new courses
 - ◇ development of syllabus material
 - ◇ student sponsorship
 - ◇ resident training
 - ◇ courses taken to improve teaching effectiveness
 - ◇ student evaluations
- Research/Scholarly Activities
 - evidence of establishment/continuation of research/scholarly program substantiated by publications in peer review journals, other activities and chairperson and peer review
 - continuing presentation of research at regional, national and international scientific meetings
- Professional Service/Patient Care
 - evaluations of satisfactory or above by chairperson and peer review
- Other Service
 - evaluations of satisfactory or above by chairperson and peer review

3. Associate to Full Professor

Overall evidence of superior worth to the University as evidenced by effective performance in all major areas of responsibility and excellence in at least two such areas, including either teaching or research/scholarly activities.

Minimum experience requirements:

- Two years on faculty at Marshall University
- Terminal degree
- Four years satisfactory teaching experience at level of Associate Professor
- Faculty holding the M.D. degree should be Board certified in a primary or subspecialty
- Basic science faculty should be qualified to sponsor a Ph.D. student and chair a doctoral dissertation committee

Specific areas for consideration include, but are not limited to:

- Teaching
 - evaluation of good or above by chairperson and peer review
 - factors considered should include the following where appropriate
 - ◇ teaching load
 - ◇ development of new courses
 - ◇ development of syllabus material
 - ◇ student sponsorship
 - ◇ resident training
 - ◇ courses taken to improve teaching effectiveness
 - ◇ student evaluations
- Research/Scholarly Activities
 - national/international recognition of research/ scholarly activity evidenced by several of the following:
 - ◇ continuing publication in peer review journals
 - ◇ letters from peers both within and without the University
 - ◇ publication of books, reviews, book chapters or monographs
 - ◇ grant awards
 - ◇ continuing presentation of research at national/international scientific meetings
 - ◇ review of journal articles
 - ◇ review of grants
 - ◇ patents
 - ◇ awards
 - ◇ consultation
 - ◇ invited lecturer
 - ◇ evidence of leadership in ongoing research
 - membership and/or Fellowship in appropriate professional societies as determined by the Department
- Professional Service/Patient Care
 - evaluation of good or above by chairperson and peer review
- Other Service
 - evaluations of good or above for service at department, college and university, national and international levels by chairperson and peer review

B. Procedure for Promotion

Annually, the Dean 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 chairperson or a departmental personnel committee may initiate a proposal for the promotion of any member of the department. Proposals for the promotion of a chairperson may be initiated by himself or herself, by a departmental personnel committee or by the Dean.

A candidate for promotion should submit an application for promotion by the established departmental deadline to the chairperson. In submitting an application for promotion, a faculty member should submit to their chairperson 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 available annual faculty evaluations. For promotion to Professor, the individual faculty member must ensure that at least three letters of

recommendation from his or her peers outside of Marshall University are included in the application. For promotion to Assistant or Associate Professor, letters of recommendation from peers outside of the University are desirable, but are not required. The same documentation regarding a candidate for promotion is required if a proposal for promotion is initiated by a chairperson, departmental personnel committee or the Dean.

The chairperson will submit the application to the departmental personnel committee, where appropriate. If the candidate holds graduate or associate graduate faculty status, the chairperson will notify the Dean of the Graduate School to provide him or her an opportunity to submit additional information about the candidate.

Where appropriate, the departmental personnel committee 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 chairperson. No items may be added or deleted from the application after this point. 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 chairperson will prepare a written 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 then completes section VII of the form (Page 4, Appendix C) and the chairperson submits the complete documentation to the Dean.

The final application submitted to the Dean must include, but not be limited to: a completed Marshall University School of Medicine Recommendation for Promotion and/or Tenure form (Appendix C), the faculty member's current and complete Curriculum Vitae (e.g. Appendix D), all available annual faculty evaluations and, where appropriate, letters of recommendation from intramural and extramural peers and, if applicable, the written recommendation from the departmental personnel committee.

All of the documentation outlined above must be submitted to the Dean by November 1 of the academic year prior to when the promotion would become effective. Failure to submit the required documentation by the deadline above shall result in deferral of consideration for promotion until the following year.

The complete application will be forwarded by the Dean to the chairperson of the Personnel Advisory Committee by November 15. The chairperson 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.

One member of the Committee, from a department other than that of the candidate, will be assigned to review, in an unbiased manner, the candidate's credentials at a meeting of Personnel Advisory Committee. Following discussion, the Committee will vote to reach its final recommendation. Recommendations will follow the simple majority vote of the members present. The chairperson of the Committee, as a departmental representative, shall be entitled to vote. The ballots will be placed in a sealed envelope which shall be forwarded to the Dean and remain unopened unless opened during a 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 in writing. Written comments made by individual members of the Committee during balloting will be sealed in separate envelopes to be kept by the chairperson 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 chairperson of the Personnel Advisory Committee will inform a candidate in writing of a Committee recommendation to deny his or her promotion.

All recommendations and written summary statements forwarded to the Dean by the Personnel Advisory Committee will be forwarded with the Dean's subsequent recommendations to the President of Marshall University.

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.

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.

All changes from a non-tenured to a tenured status will be considered in the same manner as promotions. Procedures for consideration of faculty for tenure are similar to those outlined above for promotions. 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.

In addition to the documentation required for promotion consideration, documentation for consideration for tenure should include copies of a faculty member's Faculty Evaluations for the previous five years, or as many as available, and a statement by the chairperson of the educational needs of the department which are fulfilled by the faculty member and other contributions he/she makes to fulfilling the other needs of the department.

VI. School of Medicine, Non-Tenure Track Appointments

Persons who participate full-time in the programs of Marshall University School of Medicine, whose principal duties are involved in clinical service, patient care and teaching to the exclusion of research or other scholarly activities sufficient to fulfill the requirements of full academic rank, may be appointed or promoted to a faculty rank designated by the term "SM" (School of Medicine) [e.g. SM Associate Professor]. Such faculty members will have all rights and duties consistent with faculty status,

except that such an appointment will be without tenure and will not constitute a probationary period for tenure. SM faculty will be evaluated annually by their departmental chairperson and the Dean as described above. Procedures and criteria for the evaluation of SM faculty for promotion are identical to those outlined above for faculty holding regular appointments, except the requirement for research or other scholarly activities will be waived.

VII. Timetable for Promotion and Tenure Consideration

September 15	The Dean will distribute to departmental chairpersons and all faculty a written call for suggested promotions to take effect July 1 of the following year. The Dean will also distribute to departmental chairs and to the chairperson of the Personnel Advisory Committee a list of faculty who must be considered for tenure. Where applicable, the departmental chairperson will immediately notify the departmental personnel committee that the committee must submit recommendations regarding eligible faculty to the Chairperson by October 15. The chairperson will inform the Dean 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 departmental chairperson on or before this date.
November 1	Departmental Chairperson must submit a recommendation for promotion/tenure, and all other required exhibits to the Dean on or before this date.
November 15	The Dean will forward all documentation concerning candidates for promotion/tenure to the chairperson of Personnel Advisory Committee on or before this date.
February 1	Final recommendations of the Personnel Advisory Committee regarding promotion/tenure of all candidates will be forwarded to the Dean on or before this date.
February 15	The Dean will have met with departmental chairpersons 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 chairperson of the Personnel Advisory Committee.
July 1	Promotions approved by the Dean, the President and the Board of Regents become effective.

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

VIII. 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 Vice President for Health Sciences. 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 .