

## **FA-5 Appendix: Promotion and Tenure Guidelines**

### **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

Revised  
Ad hoc committee/Faculty Council  
In accordance with Section VIII  
11/03/88  
05/03/94  
02/21/13

## 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 ~~and School~~ regulations in conjunction with peer review by the Personnel Advisory Committee and the policies and criteria ~~prescribed by each department~~ **set forth in these bylaws. 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 and the faculty member will sign a form stating the meeting was held and the current P&T policies/procedures given/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 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: Charing 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 or Dean or Dean's Designee 's Designee 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. **Annual reports must be completed by faculty, evaluated by the Department Chair and signed by the Department Chair for each faculty member. Lack of an annual report 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 letter supplied by the Dean of the School of Medicine outlining an extraordinary circumstance that prevented this requirement from being met.** Copies of the Faculty Activities Evaluation forms will be forwarded to the Dean or Dean's Designee 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 or Dean's Designee. 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 or Dean's Designee.

**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 P&T to either the department Personnel Advisory 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 weakness' and a recommendation for improvement. This report will become part of the candidate's portfolio for P&T.

### 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 or Dean's Designee concerning the promotion and tenure of faculty holding regular, tenure track appointments. In addition, the Committee will make recommendations to the Dean or Dean's Designee concerning the promotion of faculty members holding non-tenure track, temporary School of Medicine 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 or Dean's Designee, 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 or Dean's Designee 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~~ **clinical and basic science** department elects **a member to serve a three-year term on the Personnel Advisory Committee** ~~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. **Members can be re-elected for another consecutive three-year term, but then must rotate off the committee before standing for future election to the Personnel Advisory Committee. Members of the Personnel Advisory Committee must have a terminal degree and have obtained the rank of Associate Professor or higher. Only Personnel Advisory members of an equivalent or higher faculty rank are permitted to vote on candidates seeking promotion to that rank. 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 two clinical faculty and one basic science faculty if the candidate is from a clinical department. The subgroup will consist of two basic science faculty and one clinical faculty if the candidate is from a basic science department. 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.

### ~~VI.IV.~~ School of Medicine, Non-Tenure Track Faculty Tracks 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 or Dean's Designee 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.~~

**Clinical faculty can be appointed to the following tracks: clinical (non-tenure), research, or education. Basic science faculty can be appointed to the following tracks: research or education. In consultation with their Chair, a clinical (non-tenure) faculty member may petition for appointment to a tenure track research/education appointment. The decision on this petition will be based on the achievements of the faculty member and the needs of the department. These must be documented in the Chair's letter to the Dean or Dean's Designee requesting this change in faculty status.**

**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.**

#### **IV.V. 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. VI. 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~~

## **2. Activity Levels for Clinical Faculty Promotion at JCESOM**

**Patient Care. All activities at each level are required.**

*Level 1:*

- **Board certification in clinical area (all levels).**
- **JCOME peer ratings reflect 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.**

- Compliant with the medical records policy of the institution
- Demonstrates overall clinical competency as assessed by department chair [Parameters of clinical competency predetermined with the department Chair at the time of appointment]

*Level 2:*

- Patient satisfaction rated above the average for peer group [Peer group consisting of interdepartment comparison]
- Peer ratings reflect a superior clinician when compared with peers from JCESOM
- Maintains high level of professionalism
- 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

*Level 3:*

- Demonstrates excellent clinical leadership. Examples include:
  - 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
- Patient satisfaction rated as "outstanding" or "top docile" (depending on scale of measurement), with patient satisfaction benchmarks predetermined at the time of appointment
- Peer ratings reflect an outstanding clinician
- 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

**Research**

*Level 1: All activities are required.*

- 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

*Level 2: The following two criteria must be met.*

- An average of one peer-reviewed publication every two years while a faculty member at JCESOM
- One out of the following two activities required:
  - 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

***Level 3:*** Continue activities of level 2 in addition to all of the following:

- Success in obtaining extramural peer-reviewed grant or contract funds as principal investigator
- Serves 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

## **Education**

***Level 1:*** Two out of the following three activities are required.

- 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

***Level 2:*** The following two criteria must be met.

- Require publication of two articles in educational research as either primary or co-author, then two of the remaining activities.
- Any two out of the following:
  - Develops or facilitates improvements in teaching techniques or methods of evaluation
  - Participate 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, 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

***Level 3:*** Continue activities of level 2 plus two of the following:

- 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

## **Service**

***Level 1:*** Both activities required.

- Financially uncompensated community service
- Membership on hospital and/or departmental committees

***Level 2:*** Three out of the following six activities are required.

- 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

***Level 3:*** Two out of the following five activities are required.

- Chair of a Medical School committee
- Chair or officer for state, regional or national medical organization or professional educational meeting
- Development of an innovative clinical or educational program
- Development of innovative programs or policies broadly impacting medical educational or public health
- Community service in a major leadership position

### **Associate Professor**

#### **Non-tenure track**

Patient care = 2

Research = 1

Education = 1

Service = 1

#### **Tenure Track-Educator**

Patient care = 1

Research = 1

Education = 2

Service = 2

#### **Tenure Track – Research**

Patient care = 1

Research = 2

### **Full Professor**

#### **Non-tenure track**

Patient care = 3

Research = 1

Education = 1

Service = 2

#### **Tenure Track - Educator**

Patient care = 2

Research = 1

Education = 3

Service = 3

#### **Tenure Track – Research**

Patient care = 2

Research = 3

Education = 1  
Service = 2

Education = 1  
Service = 3

Candidates for promotion to Associate Professor must obtain three letters of recommendation. For non-tenure track faculty, one of these letters must be from peers at medical schools or clinical institutions outside of Marshall University. For tenure track faculty two of these letters must be from peers at medical schools outside of Marshall University

Candidates for promotion to Full Professor must obtain three letters of recommendation. For non-tenure track faculty two of these letters must be from peers at medical schools or clinical institutions outside of Marshall University. For tenure track faculty all three letters must be from peers at medical schools outside of Marshall University.

### **3. Activity Levels for Basic Science Faculty Promotion at JCESOM**

#### **Research**

*Level 1.* All activities listed below are required to satisfy this level.

- At least two peer-reviewed publications, while a faculty member at JCESOM
- Application as the principal investigator 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

*Level 2.* All activities listed below are required to satisfy this level.

- Six peer-reviewed publications while a faculty member at JCESOM, three of which must have impact factor of at least 3.0 or higher. Also three 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 his/her 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 defined above, as co-PI.
- Presentation of research results, on average, at one national meeting per year.
- One of the following two activities is required:
  - 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

*Level 3.* All activities listed below are required to satisfy this level.

- 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 Ph.D. students
- Award of at least two additional extramural, peer-reviewed grants as PI or, if a vital member of a research team as defined above, 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

## **Education**

*Level 1.* All activities listed below are required to satisfy this level.

- 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

*Level 2.* All activities listed below are required for the educator tract, and three out of the six activities listed below are required for the research track, to satisfy this level.

- 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

*Level 3.* All activities listed below are required to satisfy this level.

- 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 outstanding performance in the examples cited in level 2
- Obtain extramural funding for novel curriculum development or research on more effective teaching modalities

## **Service**

**Level 1.** All activities listed below are required to satisfy this level.

- Service on a University committee (e.g. Faculty Senate)
- Service on a major medical school committee i.e. Admissions, Curriculum or Academic Standards

**Level 2.** Three out of the four activities listed below are required to satisfy this level.

- Chair of a 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.

**Associate Professor**

**Educator Track**

**Research Activity = 1**

**Teaching = 2**

**Service = 1**

**Full Professor**

**Educator Track**

**Research Activity = 2**

**Teaching = 3**

**Service = 2**

**Associate Professor**

**Research Track**

**Research Activity = 2**

**Teaching = 1**

**Service = 1**

**Full Professor**

**Research Track**

**Research Activity = 3**

**Teaching = 2**

**Service = 2**

**Candidates for promotion to Associate Professor must obtain three letters of recommendation. Two of these letters must be from peers at higher education or research institutions outside of Marshall University**

**Candidates for promotion to Full Professor must obtain three letters of recommendation from peers at higher education or research institutions outside of Marshall University**

**B. 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 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 or Dean's Designee.

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 Vita (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 or Dean's Designee.

~~The chairperson will submit the application to the departmental personnel committee, where appropriate.~~ **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 chairperson 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.

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 **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 then completes section VII of the form (Page 4, Appendix C) and the chairperson submits the complete 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 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, **or its equivalent.**

All of 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. 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~~ **After checking the application for completeness, it** will be forwarded by the Dean or Dean's Designee 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. **In addition, a subcommittee appointed by the Chair will read all the documentation in depth and make a recommendation to the full Committee**

~~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 or Dean's Designee 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 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 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 or Dean's Designee by the Personnel Advisory Committee will be forwarded with the Dean's subsequent recommendations to the President of Marshall University.

## **✧ VII. 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. ~~by the President, after consultation with the Provost and Senior Vice President for Academic Affairs or Vice President of Health Services and the appropriate dean(s), chair(s) and departmental faculty.~~ 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.

<http://www.marshall.edu/president/Board/Policies/MUBOG%20AA-28%20Faculty%20Tenure.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. (<http://www.dol.gov/compliance/laws/comp-fmla.htm>)**

**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.

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.~~

#### **VII. VIII. Timetable for Promotion and Tenure Consideration**

September 15	The Dean or Dean's Designee 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 or Dean's Designee 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 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 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 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 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 or Dean's Designee on or before this date.

- February 15      The Dean or Dean's Designee 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 or Dean's Designee 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 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.

#### **VIII. IX. 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** ~~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. 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.