Faculty Affairs Committee

Guidelines

For

Appointments and Promotions

Revised 11/2015
I. The Faculty Affairs Committee

A. Composition

1. Faculty members of the committee shall be determined by the Dean as outlined in Article III, Section 4.1.5 of the Bylaws of Rowan University School of Osteopathic Medicine.

2. The committee shall be composed of seven full-time faculty members.

3. The chairperson of the committee shall be appointed by the Dean.

4. Preferably, only one faculty member from a department will serve on the committee at the same time.

5. Term of office is three years, staggered for continuity purposes.

B. Voting

1. Voting shall be by a show of hands or email ballot.

2. In the case of favorable or unfavorable recommendations, the committee shall state the reasons for its decision clearly and promptly in a letter to the Dean and the appropriate chairperson.

3. Recommendation for an appointment, promotion or tenure conferral shall be by majority vote of the committee.

4. No member of the committee may abstain from voting, except when an appointment or position is being considered in the same department as that member. In that case, the member of the same department may participate in the discussion, but cannot vote.

C. Review of Appointments

1. For appointments below the rank of Associate Professor, the committee may conduct its business by memo or email without a formal meeting.

2. A formal meeting of the committee is necessary for appointments, promotions and tenure considerations above the rank of Assistant Professor.

D. Communications

1. The committee has the responsibility to obtain all necessary information, including solicitation of letters from outside reviewers and experts, to allow members of the committee to deliberate properly on the qualifications of all individuals nominated.

2. Departments and search committees have the responsibility of providing the committee with full documentation about their decisions concerning faculty appointments and promotions. If questions arise, the chair of a department or search committee may seek information from the committee chair.

3. Notification of all actions of the committee shall be sent to the Dean and the appropriate chairperson or supervisor.
4. Any member of the committee who dissents from the majority vote may submit a letter to the Dean or appropriate chairperson (copies to the committee members) explaining the minority opinion or objections to the particular appointment or promotion.

5. The discussions of the committee are to be held in confidence. “Sounding out” committee members about votes is improper. Questions and comments should be directed to the committee as a whole.

E. Initiating Actions

Normally, the chairperson of a department initiates an action about a faculty appointment or promotion with the committee. For new appointments, prospective faculty shall be informed in writing that commitments for specific academic rank may be recommended, but cannot be finalized unless approved through the normal University system. If the chairperson does not initiate an action, a faculty member may initiate the process directly by providing a written request to the committee.

Materials for nomination of a candidate for appointment or promotion

The packet submitted to the committee for review should consist of the following:

*Face page and Chairperson’s cover letter*, including a statement indicating that a background check has been completed, where applicable.

*A curriculum vitae* (University format) including, but not limited to, a copy of the advanced degree diploma, *e.g.*, DO, MD, or PhD, and copies of licenses and Board certifications where applicable.

*Letters from outside sources* and additional materials, depending upon the candidate’s career path and nominated rank as listed under Articles II or III, guidelines for appointments/promotions, and the current Informational Newsletters for basic scientists and clinicians, respectively.

F. Appeals

The chair who initiated a recommendation for appointment or promotion for the individual faculty member may appeal the decision of the committee. The chair or faculty member must communicate in writing his/her intent to appeal the decision within one month of written notification of the action taken by the committee. An appeal will be considered upon receipt of additional information as requested in the notification of an action by the committee.
Preface for Articles II and III

Guidelines for Appointments and Promotions of Full-Time Faculty

- Guidelines for appointments and promotions for basic scientists are listed under Article II, and those for clinicians are listed under Article III.
- These articles are intended to outline the criteria that may be used to evaluate professional achievements.
II. Guidelines for Appointments and Promotions for Basic Scientists

The Faculty Affairs Committee will assess a candidate based on a review of all aspects of an applicant’s professional achievements. No single item will either prevent or ensure an appointment or promotion.

A. Criteria of Evaluation

1. **Teaching.** Criteria to evaluate teaching include:
   - Contact hours per course (medical and graduate school)
   - Effectiveness of lectures (content, student and peer evaluation, exam performance)
   - Tutorial consultation, supervised independent study
   - Course organization and direction (where applicable)
   - Development of new teaching methods, aids and curriculum programs
   - Mentoring graduate students and postdoctoral fellows
   - Participation in problem-based learning curriculum

2. **Publications.** Criteria to evaluate publications include:
   - Research articles in peer-reviewed journals. Conference abstracts do not qualify.
   - Case reports in peer-reviewed journals
   - Review articles and book chapters
   - Principal authorship of articles appearing in major journals in the field
   - Textbook writing or editing
   - Editorials, commentaries and letters will also be considered

3. **Research.** Criteria to evaluate research include:
   - Quality and quantity of publications in peer-reviewed journals
   - Evidence of an established and funded research program
   - Editorship for peer-reviewed journals and membership on scientific review boards
   - Presentations at major national and international scientific meetings

4. **National Reputation.** Criteria to evaluate reputation include:
   - Letters solicited from outside reviewers and experts in one’s field
   - Invited speaker at conferences or symposia
   - Organization or chairing conferences or symposia
   - Editorial board member or editor of leading journal in the field
   - Participation on study sections of granting agencies

5. **Service to the University and Field.** Criteria to evaluate service include:
   - Service on departmental, school or University committees
   - Service in state, national, or international organizations
   - Outreach to the community
III. Guidelines for Appointments and Promotions for Clinicians

The Faculty Affairs Committee will assess a candidate based on a review of all aspects of an applicant’s professional achievements. No single item will either prevent or ensure an appointment or promotion.

A. Criteria of Evaluation

1. **Teaching.** Criteria to evaluate teaching include, but are not limited to:
   - Mentoring of medical students, residents and post-doctoral fellows
   - Peer appraisal of instruction
   - Student evaluations, teaching awards
   - Presentations at conferences and educational meetings
   - Development of new teaching methods or aids
   - Course organization and direction (where applicable)
   - Participation in problem-based learning curriculum

2. **Publications.** Criteria to evaluate publications include:
   - Research articles in peer-reviewed journals. Conference abstracts do not qualify.
   - Principal authorship of articles appearing in major journals in the field.
   - Case reports in peer-reviewed journals
   - Review articles in peer-reviewed journals
   - Book chapters
   - Textbook writing or editing
   - Editorials, commentaries and letters will also be considered
   - Articles in non-peer-reviewed journals will also be considered

3. **Research.** Criteria to evaluate research include:
   - Quality and quantity of publications in peer reviewed journals
   - Evidence of research or clinical trials
   - Editorship for peer-reviewed journals and membership on scientific review boards
   - Presentations at major national and international scientific meetings

4. **National Reputation.** Criteria to evaluate reputation include:
   - Letters solicited from outside reviewers and experts in one’s field
   - Invited speaker at conferences or symposia
   - Organization or chairing conferences or symposia
   - Editorial board member or editor of leading journal in the field
   - Participation on study sections of granting agencies

5. **Service to the University and Field.** Criteria to evaluate reputation include:
   - Clinical service and reputation
   - Service on departmental, school or university committees
   - Service on hospital and other health-related committees
   - Service in state, national, or international organizations
   - Outreach to the community
IV. Guidelines for Qualified (Part-time or Volunteer) Appointments and Promotions

These guidelines apply to members of the faculty that are part-time or volunteer. They will have the title of instructor, or another title preceded by the designations "clinical, adjunct or visiting." (see Rowan SOM Bylaws Article IV, Section 2.2.2).

A. Basic Scientists

The standards and criteria for appointments and promotions for qualified ranks of Assistant, Associate or Professor shall be the same as those for the unqualified ranks listed in Article II, “Guidelines for Appointments and Promotions for Basic Scientists.”

B. Clinicians

1. The standards and criteria for appointments and promotions for salaried part-time ranks of Assistant Professor, Associate Professor or Professor shall be the same as those for the full-time ranks as listed under Article III, “Guidelines for Appointments and Promotions for Clinicians.” This includes information from State Board of Examiners, the National Practitioner’s Data Bank and any other pre-employment requirements.

2. In general, the standards and criteria for appointments and promotions for the unsalaried (volunteer) qualified rank of Assistant Professor shall be the same as that for full-time faculty as listed under Article III, “Guidelines for Appointments and Promotions for Clinicians.” This includes information from State Board of Examiners, the National Practitioner’s Data Bank and any other pre-employment requirements.

V. Expectations for length of services for appointment and promotions

A. Assistant Professor: Board eligible (provisional status) or Board Certified (for clinicians)

B. Associate Professor: Seven (7) years’ service at prior rank preferred

C. Professor: Twelve (12) years of service at prior ranks preferred
VI. Guidelines for Appointments of a Candidate Holding Rank at Another Institution

A. The committee will weigh the attainment of rank at a peer academic institution when making recommendations for an appointment.

B. In general, the candidate holding rank at another institution should meet the qualifications of that same rank as listed under Articles II and III, “Guidelines for Appointments and Promotions for Basic Scientists or Clinicians,” respectively.

C. When the SOM qualifications for rank are at variance with those of the same rank of the candidate at another institution then the following criteria may be considered:

1. Documentation of expertise, leadership and the extent of innovative contributions to patient care, teaching and community service as an alternative to the research/publication record preferred for a given rank at SOM.

2. Documentation of a highly regarded set of publications or grant award history as an alternative to both of these considerations for a given rank at SOM.
Preface to Article VII and VIII

Guidelines for Conferral of Tenure of Full-Time Faculty

A. Guidelines for conferral of tenure for basic scientists are listed under Article VI, and those for clinicians are listed under Article VII.

B. Assistant Professors who are applying for promotion to Associate Professor as well as Associate Professors and Professors shall have the opportunity for a formal review for tenure by their department chairs. Their achievements may include full-time service at prior and comparable institutions of higher education at the rank of Assistant Professor higher.

C. If, following such a review, the department chair declines to recommend a faculty member for tenure, the faculty member may self-nominate directly to the Faculty Affairs Committee.

D. If the committee declines to recommend a candidate for tenure, then he/she can be re-nominated at a later time that allows the faculty member to accumulate additional documentation demonstrating extraordinary achievements.

E. As stated in the Rowan SOM Bylaws, Article IV, Title F, Section 3, “Tenure may be granted when merited upon or at any time following appointment or promotion to the rank of Associate Professor or Professor. Tenure shall be conferred for achievements of the highest order, the greatest distinction in carrying out the responsibilities of the position, and for unusual promise for continued achievements.”
VII. Guidelines for Conferral of Tenure for Basic Scientists

To be awarded tenure requires strong evidence that the candidate’s academic record, scholarly activities and performance are extraordinary in his/her field. The items to be submitted and criteria for consideration are listed below. They are based on Rowan SOM Bylaws, Article IV, Section 5 – Tenured Appointments.

A. Preparation of materials for nomination of a faculty member for tenure

1. Face page (Appendix 1)
2. Cover letter from department chair (comments on research, teaching and service)
3. Letters from external reviewers (the candidate must provide a minimum of three and the committee will solicit additional letters)
4. Curriculum Vitae
   a. List of invited reviews
   b. List of invited chapters and books
   c. List of invited presentations at national/international meetings
   d. Peer-reviewed published papers (provide copies of the best five, which highlight the candidate’s research program)
   e. Scholarships, recognition awards
   f. History of research funding
   g. Teaching history
   h. Service on committees
5. A short statement highlighting his/her research program and teaching accomplishments.

B. Criteria

1. Prerequisites include those listed under “Article II, Guidelines for Appointments and Promotions for Basic Scientists.” For Associate Professors, the candidate will have achieved an extraordinary level of performance; whereas, at the rank of Professor, the candidate will have maintained this level of performance.

2. Demonstration of abilities (where applicable):
   a. Letters (4 to 6) from outside nationally and internationally recognized experts in the candidate’s field (Appendix 2)
   b. Innovation and creativity in research
   c. Evidence of continued success in obtaining funding for research or education programs.
   d. Excellence in teaching
   e. Service to Rowan SOM and the community
   f. Collegiality and effective working relationships with colleagues

3. National and international reputation
   a. Invited seminars at special sessions or symposia of national or international meetings or conventions
   b. Invited reviews in peer-reviewed publications and books
   c. Editorial board member or editor of leading journal(s) in the candidate’s field
   d. Study section reviewer for granting agencies
VIII. Guidelines for Conferral of Tenure for Clinicians

To-be-awarded tenure requires strong evidence that the candidate’s academic record, scholarly activities and performance are extraordinary in his/her field. The items to be submitted and criteria for tenure consideration are listed below. They are based on the Rowan SOM Bylaws, Article IV, Section 5 – Tenured Appointments.

A. Preparation of materials for nomination of a faculty member for tenure

1. Face page (Appendix 1)
2. Cover letter from department Chair (comments on clinical practice, research [if applicable] teaching and service)
3. Letters from external reviewers (the candidate must provide a minimum of three and the committee will solicit additional letters)
4. Curriculum Vitae
   a. List of invited reviews
   b. List of invited chapters and books
   c. List of invited presentations at national/international meetings
   d. Peer-reviewed published papers (provide copies of the best five, which highlight the candidate’s research program)
   e. Scholarships, recognition awards
   f. History of research funding
   g. Teaching history
   h. Service on committees
5. A short statement highlighting his/her clinical, teaching, research or leadership accomplishments.

B. Criteria

1. Prerequisites include those listed under “Article III, Guidelines for Appointments and Promotions for clinicians” For Associate Professors, the candidate will have achieved an extraordinary level of performance; whereas, at the rank of Professor, the candidate will have maintained this level of performance.

2. Demonstration of abilities (where applicable)
   a. Letters (four to six) from outside nationally/internationally recognized experts in the candidate’s field (Appendix 3)
   b. Innovation and creativity in clinical practice, service and education
   c. Evidence of a continually funded and stable clinical research program
   d. Innovation and creativity in clinical teaching (student evaluations, awards)
   e. Service to Rowan SOM and the community
   f. Collegiality and effective working relationships with colleagues
3. **National/international reputation**
   a. Invited seminars at special sessions or symposia of national/international meetings or conventions
   b. Invited reviews in peer reviewed publications and books
   c. Editorial board member or editor of leading journal(s) in the field
   d. Leadership in state, national or international professional organizations

IX. **Guidelines for Designation of Retiring or Retired Faculty as Emeriti**

   These guidelines are intended for those senior, full-time faculty who are retiring or have retired. This designation is for a small percentage of faculty with truly outstanding service to the school or university, based on contributions with the highest distinction in teaching, research, clinical and administrative services where applicable (see Rowan SOM bylaws Article IV Section 2.2.5)

A. **General Criteria of Evaluation**

   1. Has brought recognition and honor to the School and University
   2. Has eminence in his/her field as an educator, researcher or clinician
   3. Has a long history of distinguished service to the School and University marked by high level of accomplishment
   4. Unblemished record, reputation and career that have not brought discredit to the School or University

B. **Basic Scientists**

   The standards and specific criteria of evaluation for designation of emeritus status are based on those listed under Articles II and VII: Guidelines for Appointments and Promotions; and Guidelines for Conferral of Tenure for Basic Scientists, respectively.

C. **Clinicians**

   The standards and specific criteria of evaluation for designation of emeritus status are based on those listed under Articles III and VIII: Guidelines for Appointments and Promotions; and Guidelines for Conferral of Tenure for Clinicians, respectively.
X. Guidelines for Designations of Distinguished Professors

These guidelines are intended for those senior faculty who have a record of superlative academic achievement. Such achievement may include outstanding and continued research and scholarly work, excellence in teaching, and major contributions in areas such as clinical service, curriculum or program development and service to RowanSOM and the University. This designation is based on outstanding and continuing contributions with the highest distinction in the academic programs of the School. (See Rowan University SOM Bylaws, Article IV, Section 2.2.6.).

A. General Criteria of Evaluation

1. Has brought recognition and honor to the School and University
2. Has eminence in his/her field as an educator, research or clinician
3. Has a long history of distinguished service to the School and University marked by high level of accomplishment
4. Unblemished record, reputation and career that have not brought discredit to the School or University

B. Basic Scientists

The standards and specific criteria of evaluation for designation of distinguished professor are based on those listed under Articles II and VII: Guidelines for Appointments and Promotions; and Guidelines for Conferral of Tenure for Basic Scientists, respectively.

C. Clinicians

The standards and specific criteria of evaluation for designation of distinguished professor are based on those listed under Articles III and VIII: Guidelines for Appointments and Promotions; and Guidelines for Conferral of Tenure for Clinicians, respectively.
XI. Frequently Asked Questions (FAQs) – Clarifications of Guidelines

PEER REVIEWED PUBLICATIONS

Definition: A peer-reviewed publication is a publication that has been:

1. Published in a nationally recognized journal.
2. The journal uses the expertise of external experts as part of the decision making process.
3. The journal is selective in what it publishes. Greater credit is given for the more selective journals.

DEADLINES FOR APPOINTMENTS AND PROMOTIONS

Applications for appointments and promotions are accepted throughout the year. Applications for promotion should be received in their entirety by February 1st. Approved promotions to take effect on July 1st. Applications for tenure should be received in their entirety by December 1st. Approved tenure awards will take effect on July 1st. Completed application packets must be submitted to the Faculty Personnel office by the deadlines listed above.

FUNDING

The Committee is interested in whether the funding listed by the applicant was obtained competitively. Obtaining funding in a situation where most applications are funded is not given as much weight as funding obtained under more competitive circumstances. The amount of funding obtained is also considered by the Committee as part of the overall evaluation. The funding can be for non-research or research projects (such as clinical trials or federal grants).

EXCELLENCE

Excellence is a term frequently used in the Guidelines as part of the assessment of a candidate for promotion to the rank of Associate Professor and above. Excellence implies recognition of sustained performance at a superior level by an appropriate peer group.

The Guidelines clearly state that for appointment or promotion to Associate Professor and above depend on the following criteria: research, teaching, service or clinical performance. The relative importance depends on each faculty member’s career path. The candidate must show evidence of excellence in at least one of these endeavors. While other definitions of excellence may be acceptable on a case-by-case basis, the general expectation is for the excellence to be recognized at the national level by the applicant’s peer group.

Excellence in performance of the duties associated with the faculty member’s position at SOM is expected from all candidates for promotion to Associate Professor or full Professor. However, it does not satisfy the excellence criteria for promotion; neither does the occasional extra-mural presentation or involvement at national meetings.