



FACULTY APPOINTMENTS AND PROMOTIONS

Cooper Medical School of Rowan University

May 2022

Revised: April 2016
November 2017
May 2019
October 2020

Clinical Faculty Promotion Calendar

Action Taken	No Later Than
All faculty with the intent to apply for promotion indicate their intent in writing to the Departmental Chair and the CMSRU Dean.	August 1
Faculty submit evaluator names at required rank to the Departmental A&P Committee.	September 15
Faculty submit required forms, documents, teaching portfolio and dossier to the Departmental A&P Committee. All letters of recommendation are requested by the Departmental Chair.	October 15
Departmental Committee concludes work and provides their recommendation to the Departmental Chair and CMSRU Dean, and, if affirmative, the documents are submitted to the CMSRU Advisory Committee on Appointments and Promotions.	December 1
The CMSRU Advisory Committee on Appointments and Promotions concludes work and transmits recommendations to the CMSRU Dean, who then forwards affirmative action to the President of Rowan University.	April 1
The Board of Trustees of Rowan University acts on promotion recommendations at regularly scheduled meeting.	June

Biomedical Sciences Faculty (BMS) Promotion Calendar

Action Taken	No Later Than
At CMSRU, BMS faculty with the intent to apply for promotion indicate their intent in writing to the Departmental Chair, Administrative Head and CMSRU Dean.	August 1
For Rowan University, all candidates must notify the Provost's Office (with a cc: to Departmental Head and CMSRU Dean) of intention to apply for promotion via email by 5:00pm.	October 15
Candidates for full professor submit three (3) names of possible external evaluators to Department Promotions Committee and CMSRU Dean. Departmental Committee and CMSRU Dean approve names within two (2) weeks of submission.	November 1
External evaluator's assessment is received and shared with candidate and Committee	January 5
Promotion candidate submits promotion materials to the Departmental Committee.	January 15

The CMSRU Advisory Committee on Appointments and Promotions functions as the BMS faculty’s “College Promotion Committee” (equivalent college-level body at Rowan University). The Departmental Committee concludes work and transmits materials (includes main promotion packet, as well as supplemental file) to the CMSRU Advisory Committee on Appointments and Promotions (*the Candidate should be provided with the Departmental Committee’s evaluation 48 hours before the due date so that the candidate may provide a response to the Departmental Committee’s evaluation*).

February 1

CMSRU Advisory Committee on Appointments and Promotions concludes its work and transmits material to the CMSRU Dean and EITHER a) the Senate Office (in cases of split or negative college votes) OR b) the Provost (in cases of unanimous positive assessments). *Folders should include candidate response if provided.*

March 1

At Rowan, University Senate Promotion Committee concludes work and transmits recommendations to Provost.

April 1

At CMSRU, the Dean concludes work.

April 1

At Rowan, Provost concludes work.

May 1

At Rowan, President/Designee concludes work.

June 1

At Rowan, Board of Trustees acts on promotion recommendations at regularly scheduled meeting

June

Outline/Table of Contents

Preamble

1.0 Guiding Principles

Faculty Responsibilities, Academic Rank, and Evaluation Criteria

2.0 Defining the Roles and Responsibilities of Faculty

2.1 Teaching Effectiveness

2.2 Scholarly Activity

2.21 Research

2.3 Contribution to the Medical School, Hospital, and the University Community

2.4 Contribution to the Wider and Professional Community

2.5 Balancing Faculty Scholarship

2.51 Teaching effectiveness, scholarly activity, contribution to university community, and contribution to the wider and professional community

2.52 Individual faculty may engage in these expressions of scholarly activity in different degrees and intensities

3.0 Rationale and Definitions of Ranks

3.1 Rationale for Faculty Appointment

3.2 Rationale for Faculty Promotion

3.3 Definitions of the Faculty Ranks at CMSRU and Specific Rank Criteria and Process

3.31 Instructor

3.32 Assistant Professor

3.33 Associate Professor

3.34 Professor

3.4 Appointments and Promotions in Alternate Pathways

3.41 Scholarship of Practice & Teaching Pathway for Clinical Faculty

3.42 Lecturer Pathway for Basic Science Faculty

3.43 Affiliate Pathway for Allied Health Professionals

3.44 Other Requirements and Letters of Recommendation

3.5 Joint and Secondary Appointments

3.6 Modified (Qualified) Academic Rank

3.7 Faculty Reappointment

Procedures

- 4.0 Procedures for Promotion
 - 4.1 Candidates apply for promotion
 - 4.11 Submitting a letter of intent to the departmental chair and the Dean
 - 4.12 Submitting a summary of accomplishments, names of evaluators as required by rank, and teaching and/or research portfolios
 - 4.2 The template for a teaching portfolio
 - 4.21 Data relevant to teaching activities
 - 4.22 Evidence of teaching effectiveness
 - 4.23 Information concerning additional teaching or educational activities
 - 4.3 The Department
 - 4.31 Responsibilities of the academic department in the promotion of faculty
 - 4.32 Departmental Evaluation/Committee
 - 4.33 Faculty Education on Appointments and Promotions
 - 4.34 Promotion folder preparation
 - 4.35 Departmental Appointments and Promotions Committee decisions
 - 4.4 The Advisory Committee on Appointments and Promotions
 - 4.41 Composition of the Advisory Committee on Appointments and Promotions
 - 4.42 Convening of the committee meetings
 - 4.43 Report of results of deliberations
 - 4.5 Role of the Advisory Committee on Appointments and Promotions
 - 4.51 Review the departmental Promotion Committee's recommendation and evaluate the applicant's qualifications for promotion
 - 4.52 Conduct a personal interview with the applicant if necessary
 - 4.53 Vote on the applicant's request for promotion
 - 4.54 Favorable recommendation
 - 4.55 Unfavorable recommendation
 - 4.6 The Dean
 - 4.61 Review the committee recommendations
 - 4.62 Meet with the applicant if necessary
 - 4.63 Conduct a thorough and substantive review of the applicant
 - 4.64 Forward recommendation to the President of RU (copies to candidate and the Departmental and Medical School Committee Chairs)
 - 4.7 The University Senate Promotion Committee
- 5.0 Role of the President
 - 5.1 Role of the President
 - 5.2 President considers recommendations of the Dean
- 6.0 Action by RU Board of Trustees
- 7.0 Notification of Action by Rowan University Board of Trustees

Preamble

1.0 Guiding Principles

- 1.1 Consistent with the policy of Rowan University, there will not be University, College, nor Department Committee allocations for faculty appointment or promotion.
- 1.2 Faculty members who satisfactorily meet the criteria and standards for appointment or promotion will be appointed, reappointed or promoted in accordance with established timelines.
- 1.3 The Medical School will provide resources to assist faculty members in their professional development.
- 1.4 Criteria for appointment or promotion to the ranks of assistant, associate and full professor will be clearly articulated and documented by the departments and approved by the CMSRU Dean and the President of Rowan University. The criteria should be rigorous yet attainable and empirically observable.
- 1.5 Promotion will be based upon demonstrated proficiency in Teaching Effectiveness, Scholarly Activity, Clinical Service (if applicable), Contribution to the Medical School, Hospital, and University Community, and Contribution to the Wider and Professional Community. The faculty member, in conjunction with the Department Chair or Division Head, will choose a designation that will be the equivalent of their distribution of effort (Clinician Educator, Clinician Investigator, Academic Educator, or Academic Investigator).
- 1.6 At the option of faculty, promotion from one professional rank to another may be guided by the professional development plans prepared by the individual faculty members and approved by their departments and the CMSRU Dean.
- 1.7 All new faculty members will be advised of the roles and responsibilities of faculty, standards and procedures for promotion and continuing professional development opportunities electronically through the following documents.
 - 1.71 CMSRU Faculty Bylaws (includes mission of Cooper Medical School of Rowan University)
 - 1.72 CMSRU Faculty Handbook
 - 1.73 CMSRU A&P Policy outlining standards, criteria, and procedures for faculty promotion
 - 1.74 CMSRU faculty website listing and regular electronic announcements of programs and opportunities available to faculty members to assist them in their continuing professional development
- 1.8 For purposes of promotion, evaluation of Teaching Effectiveness, Scholarly Activity, Contribution to the Medical School, Hospital, and University Community; and Contribution to the Wider and Professional Community, are the responsibility of both the individual faculty member and the academic department. Faculty members are expected to exhibit professionalism in all interactions with students, trainees, colleagues and staff in both academic and clinical settings. Additionally, faculty are required to adhere to the *AAMC's Compact Between Teachers and Learners of Medicine* as outlined in the

Compendium of Student Policies (also included in the CMSRU Faculty Handbook) and signed off on by each faculty member.

- 1.9 For BMS faculty, promotion guidelines and calendar as outlined in the Rowan University Faculty Promotion Memorandum of Agreement must be followed in addition to CMSRU criteria (consistent with LCME standards) outlined in this document.

2.0 **Defining the Roles and Responsibilities of Faculty**

Teaching Effectiveness; Scholarly Activity; Contribution to the Medical School, Hospital, and University Community; Contribution to the Wider and Professional Community

- 2.1 Teaching Effectiveness

- 2.2 Scholarly Activity

- 2.21 Research is the pursuit of an active or continuing agenda of scientific inquiry whose purpose is to create new knowledge or integrate knowledge.

- 2.3 Contribution to the Medical School, Hospital, and the University Community

- 2.4 Contribution to the Wider and Professional Community

- 2.5 Balancing Faculty Responsibilities

- 2.51 All faculty are expected to engage in Teaching Effectiveness; Scholarly Activity, Clinical Service (if applicable), Contribution to the Medical School, Hospital, and the University Community, and Contribution to the Wider and Professional Community.

- 2.52 Individual faculty may engage in these expressions of scholarship in varying degrees and intensities within the following constraints:

- 2.521 Teaching is highly regarded by CMSRU and by Rowan University and will be given major consideration in promotion decisions.

- 2.522 The relative weight of Scholarly Activity in the promotion decision will be determined by designation of Academic Educator, Clinician Educator, Academic Investigator, or Clinician Investigator.

- 2.523 Contribution to the Medical School, the Hospital, and the University Community and Contribution to the Wider and Professional Community shall not be given more consideration than Scholarly Activity.

- 2.53 While different manifestations of Teaching Effectiveness, Scholarly Activity, Clinical Service (if applicable), Contribution to the Medical School, the Hospital, and the University Community, and Contribution to the Wider and Professional community may emanate from a single work or activity of a faculty member, identical work or activity of a faculty member should, for purposes of documentation for promotion, **not be counted in more than one category.**

3.0 Rationale and Definitions of Ranks

3.1 Rationale for Faculty Appointment and Reappointment

Faculty appointment is conferred to individuals who will contribute to medical student and/or resident teaching, contribute to the medical education program, demonstrate commitment to continued scholarship in support of the mission, and scholarly activity at CMSRU. The department head/chair will determine the rank, designation and pathway to which the candidate is nominated for appointment.

Full-time clinical faculty are expected to perform at least 50 hours of service to CMSRU in activities such as teaching, mentoring, and/or service on committees. All faculty are expected to participate in 5 hours of non-discipline specific faculty development annually. Clinical faculty reappointment will occur as outlined in section 3.7 below.

Rowan employed biomedical sciences faculty are expected to devote their time to teaching, scholarship and service to the medical school, university and wider community based on their individualized tenure & recontracting guidelines or lecturer track recontracting guidelines.

3.2 Rationale for Faculty Promotion

Promotion is the recognition of a measure of stature and a reward for accomplishments by faculty within both the discipline and the profession. Promotion, the conferral of a higher academic rank, is neither automatic, nor the result of seniority. At each professional rank, there are required qualifications and expectations. A fully engaged member of the medical school community, recognized for promotion, is one who demonstrates teaching effectiveness, engages in scholarly activity, performs clinical service (if applicable) and actively participates in service to the community and the profession. For tenure eligible and tenured faculty, in addition to meeting the contractual obligations to teach, faculty need to maintain scholarly research and be fully engaged by demonstrating a commitment to service to the medical school, the university and the broader professional community with demonstrations of increasing leadership as the years of service increase.

As faculty members move through their careers at CMSRU, we expect clear, detailed and continuing evidence of productivity as fully-engaged members of the medical school and the larger university community of scholars and professionals. Although the accomplishments that determined hiring rank will be part of any promotion review, a significant portion of achievements presented for promotion review is expected to occur while in service at CMSRU (Rowan University). For subsequent promotions, the expectation is significant evidence of continuing productivity.

3.3 Definitions of the Faculty Ranks at CMSRU and Specific Rank Criteria and Process

Faculty of all ranks contribute to the CMSRU mission of medical education, research, patient care, and service to the community. To inspire ongoing excellence in the education, advising and mentoring of students, graduate students, residents, fellows and peers, to retain faculty, and to establish local, regional, national and international recognition and reputation, CMSRU provides promotional opportunity for medical school faculty to achieve the level of excellence defined by the promotional criteria. In

exceptional circumstances the promotion process for any rank may be accelerated. The CMSRU Dean's letter of appointment includes expectations in the relevant domains.

The four appointment designations within CMSRU are Academic Investigator (AI), Clinician Investigator (CI), Clinician Educator (CE), and Academic Educator (AE). These designations refer to the major focus of faculty effort.

The **Academic Investigator** dedicates the majority of their time as a faculty member in the area of independent and original investigation within the basic science realm.

The **Clinician Investigator** participates in some aspects of clinical service (patient care) and most of their faculty effort is in research which may be basic, translational, or clinical.

The **Clinician Educator** dedicates their faculty effort to clinical service and education of students, residents, and/or fellows.

The **Academic Educator** is a basic scientist who dedicates the major portion of their faculty effort in the area of education.

Criteria for appointments and promotions are essentially identical, except that candidates for new appointments are not required to present a teaching portfolio and requirements for internal letters for appointments are based on time and training at CMSRU and Cooper University Health Care (CUHC). Appointments are handled on an ongoing basis; promotions, depending upon whether for clinical or biomedical sciences faculty, will conform to the timetable on Pages 2 - 3.

General Criteria for Academic Investigators and Clinician Investigators

It is expected that faculty will exhibit unequivocal excellence in one or more of the following categories as well as significant contributions in one or more of the other areas depending on rank. It is expected that every member of the faculty will participate in the medical school's educational and service missions. The following are examples of evidence in the different categories:

Teaching

- External peer-reviewed grants for education;
- Leadership of peer-reviewed training grants (P.I.);
- Peer-reviewed publications and books in the field of education;
- Development of new teaching methods;
- Creation of new and novel teaching materials (e.g., CDs, websites, manual skill aids);
- Leadership roles within and invited plenary presentations at national or international education meetings and societies;
- Outstanding student and resident teaching citations/awards;
- Editorship of scholarly journals;
- Development of new, accredited training programs;
- Program Director activities;
- Mentorship of students, graduate trainees, and peers; and
- Contributions to University/Medical School/CUHC teaching mission (e.g.,

curriculum and admissions committees, GME committees, academic affairs committee).

Research

- Record for obtaining peer-reviewed research grant support (beyond initial award or mentored award, i.e., RO1 or equivalent);
- Demonstration of intellectual role in team-based science achievements (e.g., collaborative grants and awards, intellectual role in cooperative and interinstitutional group trials);
- Expectation of continued research productivity;
- Meritorious publications in peer-reviewed journals with evidence of extramural recognition (e.g., peer citations, acknowledgement in letters of recommendation);
- Creation of novel core resources that support original research of other investigators locally or nationally (e.g., annotated biospecimen repositories, computer programs, analysis tools, cell culture libraries);
- Demonstration of role as a significant intellectual contributor to the meritorious work of others;
- Membership on scientific review boards (e.g., NIH study sections, VA Merit Review, the American Heart Association, ad hoc assignments);
- Membership in selective scientific societies;
- Leadership role within and invited plenary presentations at academic national or international meetings and societies;
- Editorship of scholarly journals;
- Major involvement in clinical trials (e.g., national and/or local principal investigator, contributor to the intellectual and scientific development of cooperative research

programs and clinical trials, intellectual participation in research or clinical trial consortia); and

- Invited consultant and/or participant in research oversight committees (e.g., safety/data monitoring committees, FDA panels, site visit teams).

Academic Clinical Performance

- Record of grant supported clinical service projects, patient care demonstration projects, and clinical, translational or other research (funding may come from peer-reviewed grants, but also from foundation, philanthropic, governmental, and or industry sources);
- Publication of peer-reviewed clinical research in a focused area;
- Development of innovative treatments, systems of healthcare delivery, or innovative operations/treatment approaches that are recognized beyond the institution (published);
- Development of peer acknowledged, novel disease focused multidisciplinary care programs;
- Membership in selective scholarly societies;
- Leadership role in regional, national and/or international professional or scientific organizations;
- Editorship of scholarly journals;
- Invitations to speak at and chair academic national or international professional

- meetings;
- Establishment of peer recognized clinical practice that achieves national and/or international recognition in a focused area of expertise; and
- Demonstrable record of superior quality patient care in a focused area of expertise.

General Criteria for Clinician Educators and Academic Educators

It is expected that faculty will exhibit excellence in one or more of the following categories and contribute significantly in one or more of the other areas depending on rank. It is expected that every member of the faculty will participate in the medical school's educational and service missions. The following are examples of evidence in the different categories:

Teaching

- Leadership in student, resident, fellow and/or peer teaching programs;
- Distinguished participation in student, resident, fellow and/or peer teaching programs;
- Development of innovative teaching and educational materials and/or programs;
- Invited speaker at CME programs and Grand Rounds;
- Leadership of CME programs;
- Documented mentoring of students, residents, fellows, and/or peers;
- Outstanding student and resident teaching citations/awards; and
- Demonstrated effectiveness as a mentor of students, residents, fellows and/or peers.

Scholarly Activity

- Participation as a (preferably funded) principal investigator or co-investigator in peer-reviewed, grant supported research;
- Meritorious publications in peer-reviewed journals;
- Participation as a principal investigator or co-investigator in investigator initiated or cooperative group, clinical, translational, or basic research;
- Development of innovative teaching and educational curriculum, materials or programs with significant local, regional, or national impact;
- Mentoring students, residents, fellows, and junior faculty in scholarly activity;
- Membership on local and regional scientific review boards;
- Membership in scientific societies;
- Leadership role in regional or national meetings and societies;
- Service as a peer-reviewer/editor for clinical and scientific journals; and
- Participation as a reviewer for granting agencies (including foundations and the NIH).

Academic Clinical Performance

- Record of support for clinical service, demonstration projects, and clinical, translational or other research endeavors;
- Publication of peer-reviewed clinical, translational, or basic research;

- Development of innovative treatments, systems of healthcare delivery, or clinical programs;
- Membership in scholarly clinical societies;
- Leadership role in regional or national meetings and clinical societies;
- Participation in regional, national, or international professional meetings;
- Record of high quality patient care and establishment of a productive clinical practice in an academic setting;
- Establishment of a referral based clinical practice;
- Participation as a Board Examiner for recognized certification programs;
- Participation as a site visitor or consultant for academic and/or research entities; and
- Demonstrated effectiveness as a clinical mentor.

Full Academic Rank - Tenure/Tenure Track or Non-Tenure Track

CMSRU faculty members are appointed as follows:

Full time faculty status is designated to faculty employed by Rowan University or CUHC. As outlined in the *CMSRU Affiliation Agreement by and between Rowan University and Cooper Health System*, all CUHC employed faculty maintain their faculty status coterminous with employment. Employed faculty who devote time for medical student and/or resident education, clinical care, and/or research activities are eligible for appointment to full academic rank.

Part-time faculty status is designated to CUHC chief residents and fellows who play a key role in the training of CMSRU medical students while on clinical rotations at CUHC.

Volunteer faculty status is designated for those faculty members whose professional services are only partially conducted in facilities of the medical school or its affiliates; volunteer faculty are not employed by the medical school, University or CUHC and are not compensated by CMSRU for their activities at CMSRU.

Faculty whose principal duties are involved with teaching and either clinical service, patient care, or research that is not sufficient to fulfill the requirements of the Tenure Track will be placed on the Non-Tenure Track. Such appointments are without tenure and do not constitute a probationary period for tenure.

Faculty who qualify, as indicated in the previous statement, but who receive fifty percent (50%) or more of the total compensation of a full-time member of the faculty, from sources other than the State appropriation to the University, may be appointed at full academic rank on the non-tenure track coterminous with the availability and receipt of outside funding for the position. Coterminous appointments are without tenure and do not constitute a probationary period for tenure.

For BMS faculty, per Rowan Recontracting and Tenure MOA and guidelines, Assistant Professor candidates applying for and conferred tenure by Rowan will automatically be promoted to the rank of Associate Professor on the first day of tenured service. Therefore, no promotion file or process will be required for these candidates. The CMSRU Appointments and Promotions Committee will not make recommendations concerning tenure. All other requests for promotion remain under the purview of the CMSRU Advisory Committee for Appointments and Promotions. As delineated in 1.9

above, BMS faculty will follow all applicable Rowan and CMSRU guidelines for promotion.

Tenure/Tenure Track and Non-Tenure Track Titles/Criteria

3.31 Clinical Instructor of (Department) (Non-Tenure Track title)

Chief Residents and Fellows of clinical departments may be given a junior faculty appointment, which is designated as “Clinical Instructor”. The Chief Resident or Fellow must complete a Clinical Instructor appointment package to be considered for this title. Upon completion of residency training or fellowship, the move from “Clinical Instructor” to the designation “Assistant Professor Pending Board Certification” or to the designation “Assistant Professor” is considered a change in rank, not a promotion. In that situation, the individual would need to submit an appointment (not a promotion) package, including 3 letters of recommendation.

3.31a Instructor of (Department) (Non-Tenure Track title)

- Completion of advanced graduate degree, or equivalent experience, or an accredited residency and/or fellowship;
- Board eligibility for those with clinical training; and
- Evidence of potential for effective teaching and/or substantial academic and/or clinical achievement and scholarly activity; full engagement as a member of the medical school community.

In some instances, the CMSRU Dean may appoint a new teaching faculty member to the rank of Instructor to allow them to perform functions at CMSRU pertinent to teaching. For those faculty appointed to the rank of “Instructor” in order to expedite their ability to function as CMSRU faculty, the subsequent move from “Instructor” to the rank of “Assistant Professor” shall be considered a change in rank, not a promotion if submitted within 6 months of receiving expedited Instructor appointment. In that situation, the faculty member would need to submit an appointment (not a promotion) package, including 3 letters of recommendation.

It is customary for Clinical Faculty appointed at the Instructor level to be at rank for at least one full year prior to applying for promotion to Assistant Professor.

3.31b Assistant Professor Pending Board Certification (for Assistant Professor Candidates)

Individuals who are in the process of obtaining board certification (*e.g.*, have registered for their board examination and have a test date, but have not yet taken their examination; who are awaiting their board examination results; or who will be retaking their board examinations) may apply for a faculty appointment in this category. All of the requirements for appointment as Assistant Professor of (Department), detailed below, still apply except for board certification. Once an individual in this category has successfully achieved board certification and sent appropriate documentation (evidence of passing the board examination and

updated CV showing board certification date) to CMSRU, they will be appointed as an Assistant Professor of (Department) (if they continue to meet all requirements). Faculty from specialties that do not allow for board eligibility until independent clinical practice requirements are met may apply for appointment in this category. An individual may hold this rank for a maximum duration based on expected earliest time frame to achieve board certification in the specialty. Please see Appendix A for allowable time frame. Time spent in this status will count toward years in rank at the Assistant Professor level as long as board certification is achieved in the allowable time frame.

3.32 **Assistant Professor of (Department)**

- Board certification (as judged appropriate by the proposing department);
- Evidence of scholarly activity demonstrating academic potential (e.g., peer-reviewed publications,(including abstracts), participation in programs of hypothesis-driven research, clinical achievement in a focused specialty/sub-specialty); and
- Excellence in training, teaching, and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues, as demonstrated through the teaching portfolio, student evaluations of teaching, peer evaluations of teaching, formal awards, peer review, local and regional invited lectures.

At the Assistant Professor level it is expected that faculty will meet all the criteria expected at the Instructor level and they will embark upon a program of focused clinical (if applicable), scientific, and/or educational, and/or administrative achievement while participating in broad clinical, educational, and administrative activities of the department and the medical school.

Candidates for appointment or promotion to the Assistant Professor rank must submit:

- Evidence of scholarly activity;
- Mandatory letter of support\recommendation from the Clinical Departmental Chair or Biomedical Sciences Administrative Head;
- A minimum of three [3] letters of recommendation;
New candidates to CMSRU and Cooper University Health Care (less than one (1) year) submit three (3) letters from persons outside of CMSRU who are at a rank equal to, or greater than, the rank being applied. Letter writers must be able to assess the candidate's regional, national, or international contributions within the discipline.

Candidates that completed all training at CMSRU/CUHC may submit all three (3) letters from persons internal of CMSRU/CUHC. Two of these three letters must be from outside of the candidate's department. As above, the letter writers must be at a rank that is equal to, or greater than, the rank being applied for. Letter writers must be able to assess the candidate's regional, national, or international contributions within the discipline.

Candidates at CMSRU/CUHC for more than one (1) year require three (3) letters. One (1) letter from within CMSRU, but outside of the candidate's immediate department; and two (2) letters from persons outside of CMSRU/CUHC. As above, the letter writers must be at a rank that is equal to, or greater than, the rank being applied for. Letter writers must be able to assess the candidate's regional, national, or international contributions within the discipline.

The CMSRU Advisory Committee on Appointments and Promotions will only accept the minimum 3 letters of recommendation from individuals with **full** faculty appointments. Emeritus faculty letters will also be accepted. Note that letters of recommendation should be obtained from individuals at the rank that is equal to, or greater than, the rank being applied for and may have "Clinical" in their title before their department (e.g., "Professor of Clinical Medicine"). Letters of recommendation WILL NOT be accepted from adjunct or volunteer faculty whose ranks often begin with the prefix Clinical or Adjunct (e.g. "Clinical Associate Professor of Medicine or Adjunct Assistant Professor of Surgery"). Questions surrounding a letter writer's faculty status should be researched and vetted at the departmental level by the A&P departmental chair and departmental coordinator by contacting the letter writer's institution. If further investigation is necessary, the Director of Faculty Affairs should be consulted. This stipulation applies to all letters of recommendation for appointment or promotion, at all ranks.

Up to three additional letters of support of choice by the candidate may be forwarded to the committee. If the candidate is an adjunct at another institution a letter of support may be included to meet this criterion.

In addition to those academic criteria noted above, candidates for promotion to Assistant Professor rank will also be evaluated on:

- Established history of continued service and teaching;
- Major, consistent contributions to the education of students;
- Evidence of professional development activities intended to maintain a sound understanding and skill in one's specific discipline and to improve as a teacher, and contributions to the wider community at the local, state, regional, and/or national levels.

Candidates for promotion to the Assistant Professor rank also must submit:

- No more than a three page summary outlining their accomplishments and summarizing the highlights of their career;
- Teaching Portfolio evidencing teaching effectiveness submitted to the departmental committee (must be reviewed by departmental committee; submitted to CMSRU Advisory Committee on Appointments and Promotions only upon request);
- Teaching Dossier: one to three page summary of the highlights of the teaching portfolio.

3.33 Associate Professor of (Department)

At the Associate Professor level, it is expected that faculty will meet all the criteria of the Assistant Professor level and provide:

- Documented excellence in education, including directorship or development of major courses and electives; sustained excellence in educating medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues; and mentorship of learning colleagues as demonstrated through the teaching portfolio, student, resident, and fellow evaluations of teaching, peer evaluations of teaching, formal awards, peer review, local and regional invited lectures;
- Scholarship, including publication, preferably as first or last or corresponding author, of original substantive work in peer-reviewed journals;
- Reputation, including leadership in local or regional scientific affairs; and
- Emerging regional/national/international reputation for scholarly activity and/or research accomplishments supported by letters from external referees.

For Biomedical Sciences (BMS) Faculty who are members of Rowan University's AFT union - a minimum of six (6) years of full-time professional faculty experience at an accredited institution of higher education is required for promotion to Associate Professor.

At the time of application submission, Clinical Faculty should demonstrate at least five years (customary seven to ten years) of service at the Assistant Professor rank at CMSRU or Assistant or Associate Professor rank at an equivalent institution; completion of the appropriate terminal degree as recognized in the field of specialization from an accredited institution or equivalent (e.g., American Board of Medical Specialties (ABMS), Royal College); ABMS board certification in a medical or clinical discipline, if appropriate; evidence of a major commitment to teaching effectiveness; demonstrated excellence in clinical service, education, scholarly activity (peer reviewed research, publication, program development or other); reputation; and, full engagement in the medical school community and professional organizations. In exceptional circumstances, the promotion process may be accelerated.

To achieve promotion from Assistant Professor to Associate Professor, medical school faculty must demonstrate excellence in **two** of the **domains** of medical faculty development and satisfactory performance in the other required domain(s). The four domains of faculty development are:

- Clinical Service (if applicable);
- Education – formal teaching, small-group leadership, and/or clinical teaching;
- Research/Scholarly Activity – reputation, scholarship and publications; and
- Service to the medical school, the university, the hospital, the community and professional or discipline-related organizations.

In addition to those academic criteria noted above, candidates for promotion to Associate Professor rank will also be evaluated on:

- Consistent practice of mentoring of students, residents and junior faculty;
- Established history of continued service and teaching (minimum five years at rank);
- Major, consistent contributions to the education of students; and
- Evidence of professional development activities intended to maintain a sound understanding and skill in one's specific discipline and to improve as a teacher; and, contributions to the wider community at the local, state, regional, and/or national levels.

Clinical faculty applying for **accelerated promotion** to the rank of Associate Professor in the traditional pathway prior to completing five (5) years at the rank of Assistant Professor at time of application should have demonstrated exceptional achievements as evidenced by **meeting at least two** of the below listed criteria. The candidate must document the significance of these accomplishments in their Summary of Accomplishments and their Department Chair must provide strong justification for accelerated promotion in the nomination letter.

- A number of high impact factor journal publications, as first or last author, and total publications that exceed the historical average number of faculty scholarly products for promotion to Associate Professor at CMSRU.
- A significant number and/or amount of extramural funding grants as principal investigator.
- Major research accomplishments beyond that which has been historically normative in a promotion packet for Associate Professor at CMSRU.
- Major contributions within the field of specialty leading to change in the practice of medicine.
- National/international reputation in their field as demonstrated by leadership positions in national/international organizations, visiting professorships, editorial positions for major journals in their field (including appointment to the editorial board of the journal), membership on national/international grant review panels, and similar activities at the national/international level.
- Extraordinary contributions to the field of medical education, as evidenced by educational leadership activities within CMSRU/CUHC and at the national level.

Accelerated promotion is not available for candidates on the Scholarship of Practice and Teaching Pathway.

Candidates for appointment or promotion to the Associate Professor rank must submit:

- Mandatory letter of support/recommendation from the Clinical Departmental Chair or Biomedical Sciences Administrative Head; or, if the candidate is a Clinical Departmental Chair, letter of support/ recommendations from the Chief Physician Executive or Chief Medical Officer;

- A minimum of three letters of recommendation;

New candidates to CMSRU and Cooper University Hospital (less than one (1) year) seeking appointment, submit three (3) letters from persons outside of CMSRU who are at a rank equal to, or greater than, the rank being applied for.

Candidates at CMSRU/CUHC for more than one (1) year require three letters. One (1) from within CMSRU but outside of the candidate's immediate department; and two (2) from colleagues at a level equal to or greater than that applying for, outside of CMSRU that can assess national or international contributions within discipline.

The CMSRU Advisory Committee on Appointments and Promotions will only accept the minimum 3 letters of recommendation from individuals with **full** faculty appointments. Emeritus faculty letters will be accepted. Note that letters of recommendation should be obtained from individuals at the rank that is equal to, or greater than, the rank being applied for and may have "Clinical" in their title before their department (e.g., "Professor of Clinical Medicine"). Letters of recommendation WILL NOT be accepted from adjunct or volunteer faculty whose ranks often begin with the prefix Clinical or Adjunct (e.g. "Clinical Associate Professor of Medicine or Adjunct Assistant Professor of Surgery"). Questions surrounding a letter writer's faculty status should be researched and vetted at the departmental level by the A&P departmental chair and departmental coordinator by contacting the letter writer's institution. If further investigation is necessary, the Director of Faculty Affairs should be consulted. This stipulation applies to all letters of recommendation for appointment or promotion, at all ranks.

Up to three additional letters of support of choice by the candidate may be forwarded to the committee. If the candidate is an adjunct at another institution a letter of support may be included in this criterion.

- Production of scholarly products includes peer-reviewed original journal articles, invited articles, editorials, books, book chapters, and monographs, (but not abstracts) where the candidate is preferably first or last or corresponding author. Production of scholarly products should be consistent with the level of historical productivity data for promotion to Associate Professor available on the CMSRU website. For these candidates who are not involved in clinical care, the expectation will be of greater scholarship;

Candidates for promotion to the Associate Professor rank also must submit:

- No more than a three-page summary outlining their accomplishments and summarizing the highlights of their career;
- A portfolio evidencing teaching effectiveness to be submitted to the departmental committee. (must be fully reviewed by departmental

committee; submitted to CMSRU Advisory Committee on Appointments and Promotions only upon request);

- Teaching dossier: one- to three-page summary of the highlights of the teaching portfolio.

3.34 **Professor of (Department)**

At the Professor rank, it is expected that faculty will meet all the criteria of the Associate Professor level and provide:

- Documented excellence in education, including directorship or development of major courses and electives; sustained excellence in training medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues; and mentorship of learning colleagues as evidenced by recognition through the Teaching Scholars Program, demonstration through the teaching portfolio, student evaluations of teaching, peer evaluations of teaching, formal awards, peer review, local, regional, national, and international invited lectures.
- Documented excellence in research, including independent and original investigation recognized by peers and by external funding;
- Scholarship, including publication as first or last or corresponding author, of original substantive work in peer-reviewed journals; and
- Reputation, including national and international recognition for research contributions supported by letters from external referees, service on study sections, editorial boards, named lectureships, leadership in professional societies and governing boards.

For Biomedical Sciences (BMS) faculty who are members of the Rowan University's AFT union - a minimum of eight (8) years of full-time professional faculty experience if hired BEFORE July 14, 2014, or a minimum of nine (9) years of full-time professional faculty experience if hired AFTER July 14, 2014, at an accredited institution of higher education is required for promotion to Professor.

Clinical faculty candidates for Professor must demonstrate proficiency in teaching, research, professional competence; mentoring of junior faculty, residents, and medical school students; and service as a reviewer of peer's publications. They must hold a PhD, MD, DO or equivalent terminal degree and at the time of application submission have completed at least five (5) years of service (customary seven to ten years) at the rank of Associate Professor at CMSRU, or Associate Professor or Professor rank of equivalent service at an equivalent institution; and ABMS board certification in primary specialty in a medical or clinical discipline (if applicable).

Evidence of the body of work for promotion to Professor must reflect a consistent pattern of scholarly accomplishments since the date of application for promotion to Associate Professor (whether that promotion to Associate Professor occurred at CMSRU or at another academic institution). In other words, in order to qualify for promotion to the rank of full Professor, a candidate must have

generated sufficient scholarly accomplishments **beyond** the scholarly work that got him/her appointed or promoted to the rank of Associate Professor.

In addition to the qualifications of an Associate Professor in the areas of teaching effectiveness, scholarly activity, service, mentoring and advising, and professional activity, the candidate for Professor must demonstrate sustained excellence in clinical patient care skills involving innovations (if appropriate), research, and/or programs that measure patient outcomes and are locally and/or regionally distinctive with the potential for national and international recognition and use; education involving training, teaching, and advising of medical and graduate students, residents, clinical and post-doctoral fellows, and colleagues demonstrated by an increasing portfolio of accomplishments; leadership involving significant contributions in curriculum and course development, scholarly activity, and service to the school and the professional community; and, distinctive reputation evidenced by invited scholarly memberships, participation in major committees and programs, formal awards, and invited lectures. In exceptional circumstances, the promotion process may be accelerated. National and/or international reputation for the candidate is required.

Scholarly activity must reflect grant-funded and/or peer-reviewed research if in the Investigator designation, and recent scholarly activity as evidenced by peer-reviewed publications in the past 5 years for all designations.

To achieve promotion from Associate Professor to Professor, medical school faculty must demonstrate excellence in **two** of the **domains** of medical faculty development and above average performance in the other required domains. The four domains of faculty development are:

- Clinical Service (if applicable);
- Education – formal, small-group leadership and/or clinical teaching;
- Research/Scholarly Activity – reputation, scholarship and publications; and
- Service to the medical school, the hospital (if applicable) the university, the community and professional or discipline related organizations, and reputation.

Clinical faculty applying for promotion to the rank of Professor in the traditional pathway early in their eligibility period (less than customary time in rank [>5 and < 7 years]) as an Associate Professor at time of application should have demonstrated exceptional achievements as evidenced by meeting at least one of the below listed criteria. The candidate must document the significance of these accomplishments in their Summary of Accomplishments and their Department Chair must provide justification for promotion early in their eligibility period in the nomination letter.

- A number of high impact factor journal publications, as first or last author, and total publications that exceed the historical average number of faculty scholarly products for promotion to Professor at CMSRU.
- A significant number and/or amount of extramural funding grants as principal investigator.

- Major research accomplishments beyond that which has been historically normative in a promotion packet for Professor at CMSRU.
- Major contributions within the field of specialty leading to change in the practice of medicine.
- National/international reputation in their field as demonstrated by leadership positions in national/international organizations, visiting professorships, editorial positions for major journals in their field (including appointment to the editorial board of the journal), membership on national/international grant review panels, and similar activities at the national/international level.
- Extraordinary contributions to the field of medical education, as evidenced by educational leadership activities within CMSRU/CUHC and at the national/international level.

Clinical faculty applying for accelerated promotion to the rank of Professor in the traditional pathway, prior to completion of five years as Associate Professor at time of application should have demonstrated exceptional achievements as evidenced by meeting at least two of the below listed criteria. The candidate must document the significance of these accomplishments in their Summary of Accomplishments and their Department Chair must provide strong justification for accelerated promotion in the nomination letter.

- A number of high impact factor journal publications, as first or last author, and total publications that exceed the historical average number of faculty scholarly products for promotion to Professor at CMSRU.
- A significant number and/or amount of extramural funding grants as principal investigator.
- Major research accomplishments beyond that which has been historically normative in a promotion packet for Professor at CMSRU.
- Major contributions within the field of specialty leading to change in the practice of medicine.
- National/international reputation in their field as demonstrated by leadership positions in national/international organizations, visiting professorships, editorial positions for major journals in their field (including appointment to the editorial board of the journal), membership on national/international grant review panels, and similar activities at the national/international level.
- Extraordinary contributions to the field of medical education, as evidenced by educational leadership activities within CMSRU/CUHC and at the national/international level.

Accelerated promotion is not available for candidates on the Scholarship of Practice and Teaching Pathway.

Candidates for appointment or promotion to Professor rank must submit:

- Mandatory letter of support/recommendation from the Clinical Departmental Chair or Biomedical Sciences Administrative Head; or, if the candidate is a

Clinical Departmental Chair, letter of support/ recommendations from the Chief Physician Executive or Chief Medical Officer;

- A minimum of three letters of recommendation;
One (1) from within CMSRU but outside of the candidate's immediate department; and two (2) from colleagues at a level equal to or greater than that applying for, outside of CMSRU that can assess national or international contributions within discipline.

New candidates to CMSRU and Cooper University Health Care (less than one (1) year) seeking appointment, submit three (3) letters from persons outside of CMSRU who are at a rank equal to, or greater than, the rank being applied for.

The CMSRU Advisory Committee on Appointments and Promotions will only accept the minimum 3 letters of recommendation from individuals with **full** faculty appointments. Emeritus faculty letters will be accepted. Note that letters of recommendation should be obtained from individuals at the rank that is equal to, or greater than, the rank being applied for and may have "Clinical" in their title before their department (e.g., "Professor of Clinical Medicine"). Letters of recommendation WILL NOT be accepted from adjunct or volunteer faculty whose ranks often begin with the prefix Clinical or Adjunct (e.g. "Clinical Associate Professor of Medicine or Adjunct Assistant Professor of Surgery"). Questions surrounding a letter writer's faculty status should be researched and vetted at the departmental level by the A&P departmental chair and departmental coordinator by contacting the letter writer's institution. If further investigation is necessary, the Director of Faculty Affairs should be consulted. This stipulation applies to all letters of recommendation for appointment or promotion, at all ranks.

Up to three additional letters of support of choice by the candidate may be forwarded to the committee. If the candidate is an adjunct faculty member at another institution a letter of support may be included to meet this criterion.

- Production of scholarly products (includes peer-reviewed original journal articles, invited articles, editorials, books, book chapters, and monographs, but not abstracts) where candidate is first or last or corresponding author. Production of scholarly products should be consistent with the level of historical productivity data for promotion to Professor available on the CMSRU website. For those candidates who are not involved in clinical care, the expectation will be of greater scholarship;

In addition to those academic criteria noted above, candidates for promotion to the rank of Professor will also be evaluated on:

- Consistent practice of mentoring of students, residents and junior faculty;
- Established history of continued service and teaching (minimum five years at rank);
- Major, consistent contributions to the education of students;

- Evidence of professional development activities intended to maintain a sound understanding and skill in one's specific discipline and to improve as a teacher; and
- Contributions to the wider community at the local, state, regional, national, and international levels.

Candidates for promotion to Professor rank also must submit:

- No more than a three page summary outlining their accomplishments and summarizing the highlights of their career;
- Portfolio evidencing teaching effectiveness to be submitted to the departmental committee. (must be fully reviewed by departmental committee; only submitted to CMSRU Advisory Committee on Appointments and Promotions upon request);
- Teaching dossier: one- to three-page summary of the highlights of the teaching portfolio.

For Biomedical Sciences (BMS) candidates for full professor who are members of the Rowan University's AFT union – one external evaluator assessment must be included in the submission. Following the Rowan Faculty Promotion MOA, an external university faculty member or university official will be identified to review the applicant's scholarly and creative activities and accomplishments (only) and to comment in writing on the significance of such accomplishments. This external evaluator assessment shall count towards the requirement of three letters of recommendation as an external CMSRU letter of recommendation. One additional external and one internal (outside of home department) letter of recommendation also must be included in submission).

For clinical faculty candidates for full professor, the CMSRU Advisory Committee on Appointment and Promotions may select at least one additional reviewer with national/international reputation in the candidate's field to review the faculty member's candidacy for Professor.

3.4 Appointments and Promotions in Alternate Pathways

In recognition of the fact that some faculty members at CMSRU dedicate themselves totally to the effort of superlative teaching or clinical care and program development, alternate pathways to promotion have been developed. These are:

- The Scholarship of Practice and Teaching for Clinical Faculty
- The Non-Tenured Teaching Faculty (Lecturer) Pathway for Basic Science Educators (for CMSRU-employed basic scientists and educators)
- Affiliate Teaching Faculty Pathway for Allied Health Professionals

Educators in these pathways will be denoted by specialized titles (see below).

3.41 **Scholarship of Practice and Teaching Pathway for Clinical Faculty** (This is a non-tenure track.)

The Scholarship of Practice and Teaching is a pathway for promotion based on rigorous criteria for those whose primary activity and interest is in clinical

medicine and teaching. It is not an easier route to promotion. Promotion will require presentation of evidence by the clinical faculty of excellence and impact in their respective clinical area related to the scope of their practice. Applicants in this pathway should show evidence of the development of an area of “special expertise” in their clinical practice, clinical teaching, or in clinical community service. For example, an individual applying for this pathway:

- May have developed a better method or technique for a clinical procedure in which they train clinical colleagues and which becomes the new standard in their discipline or developed a new program for CUH.
- May have developed and implemented a novel clinical quality improvement plan significantly impacting clinical care and health outcomes.
- May have developed a new clinical course to teach medical students at CMSRU about an emerging area of medicine, or may have completely revised and updated an existing medical school course.
- May have become a trusted resource or medical advisor to local organizations because of volunteer medical service they have delivered over a long period in the community. Achievement in this area alone will not be sufficient for promotion.
- May establish or exhibit notable leadership or outstanding administration of a clinical program/service, division, or department, imparting valuable management experience to the institution.

The faculty candidate should provide a specific metric applicable to their area of special expertise and provide a robust description of their activity (intervention, outcome, and impact, if feasible) in their application. It is important to highlight the importance and significance of the work that is being cited for promotion.

All ranks above Instructor will have the prefix “Clinical” before the discipline and the titling will be as follows: Assistant Professor of Clinical (discipline), Associate Professor of Clinical (discipline), or Professor of Clinical (discipline). Detailed descriptions of these novel pathways to promotion are described below.

Assistant Professor of Clinical (discipline)

Basic Requirements: Achievement of clinical goals, teaching, and service

- Demonstration of Excellence: Expertise in clinical field (commensurate with experience)
- Evidence of identification of area of special expertise
- Demonstration of Reputation: Local
- Demonstration of Impact: Local

Associate Professor of Clinical (discipline)

Basic Requirements: Achievement of clinical goals, teaching, and service

- Demonstration of Excellence: Expertise in clinical field
- Evidence of further development/refinement of area of special expertise
- Demonstration of Reputation: Regional

- Demonstration of Impact: Local/regional

Professor of Clinical (discipline)

Basic Requirements: Achievement of clinical goals, teaching, and service

- Demonstration of Excellence: Leadership in clinical field
- Evidence of leadership in area of special expertise
- Demonstration of Reputation: National
- Demonstration of Impact: Regional/national

Suggestions/Examples of Areas in which Clinicians can Achieve Excellence, Reputation, or Impact

1. Leadership/administration
2. Quality improvement or patient safety
3. Clinical practice development and growth
4. Outcomes
5. Practice-related awards
6. Clinical teaching/mentoring
7. Participation in community outreach, education development, service to the hospital, university, or medical school

While scholarly products are not required in the Scholarship of Practice and Teaching pathway, scholarly products and research activity is encouraged and will be considered toward promotion.

Faculty members who are approved on this pathway and then become more productive in scholarly activity/research that meets criteria for current rank on the traditional pathway may request a change in pathway during a regular promotion cycle. A full promotion packet submission is required.

Furthermore, faculty in the Scholarship of Practice and Teaching pathway may apply for promotion to the next rank in the traditional pathway assuming they meet criteria for promotion. Likewise, faculty in the traditional pathway may apply for promotion to the next rank in the Scholarship of Practice and Teaching pathway assuming they meet criteria for promotion.

3.42 Lecturer Pathway for Basic Science Faculty

(This is a non-tenure track for Rowan/CMSRU-employed faculty)

Rowan University/CMSRU has created a non-tenured teaching track for individuals whose primary responsibility is teaching and service. Duties and responsibilities do not include scholarship, research, or creative activity. Lecturers are expected to remain current in their fields of teaching and expertise and to participate on CMSRU committees including curriculum or assessment committees/subcommittees relative to their teaching or supervisory responsibilities. They are expected to perform service to the department, medical school and university. Service to the profession and wider community is encouraged but not required.

Non-tenured teaching faculty shall be appointed within the CMSRU Department of Biomedical Sciences and are eligible for promotion pursuant to Article XIV of the Rowan State-Union Agreement and locally negotiated procedures. Ranks are at the Lecturer, Senior Lecturer and Master Lecturer level.

Faculty on the Lecturer Pathway shall complete appointment application materials in the same manner as Instructor level faculty. A nomination letter by the Department Head is required, three letters of recommendation are not required.

3.43 Affiliate Pathway for Allied Health Professionals (This is a non-tenure track.)

Allied health professionals with a defined role in the education of CMSRU medical students may apply for appointment as an Affiliate Instructor of (Department) on the non-tenure track. Allied health professionals included in the affiliate pathway shall hold the following clinical roles and hold an appropriate advanced degree: Advance Practice Nurse or Nurse Practitioner, Certified Nurse Midwife, Certified Registered Nurse Anesthetist, and Physician Assistant.

The allied health professional must complete an Instructor appointment package to be considered for this title. The letter of nomination from the Chair must delineate in detail the defined role the individual has pertaining to CMSRU medical student education. Affiliate Instructors are not eligible for faculty promotion. They may assist in the education of medical students who are under the direct supervision of CMSRU faculty but may not assess students independently.

3.44 Other Requirements and Letters of Recommendation

Time in rank and all other requirements are the same as in 3.2. Note that letters of recommendation for alternate pathways should be obtained from individuals at the rank that is equal to, or greater than, the rank being applied for and may have “Clinical” in their title before their department (*e.g.*, “Professor of Clinical Medicine”). Emeritus faculty letters will also be accepted. Letters of recommendation WILL NOT be accepted from adjunct or volunteer faculty (*e.g.*, “Clinical Professor of Medicine”). Questions surrounding a letter writer’s faculty status should be researched and vetted at the departmental level by the A&P departmental chair and departmental coordinator by contacting the letter writer’s institution. If further investigation is necessary, the Director of Faculty Affairs should be consulted. This stipulation applies to all letters of recommendation for appointment or promotion, at all ranks.

3.5 Joint and Secondary Appointments

For those seeking joint appointments or promotion in more than one department, materials must be submitted for the approval of both departmental committees and letters of support/recommendation must be from both chairs. The application process and required letters are as outlined for regular appointments and promotions.

Secondary appointments and promotions must have a letter of support from the chair of the department which is secondary and the approval of the secondary department's departmental committee prior to submission to the CMSRU Advisory Committee on Appointments and Promotions. The letter from the secondary department chair should contain justification of the academic need for a secondary appointment. There does not need to be a full departmental vote. The rank must be at or below the rank in the primary department. External letters are not required for secondary appointments.

3.6 Modified (Qualified) Academic Rank

Those members of the faculty whose professional services occupy a period of time less than that designated as a regular workweek and/or whose professional services are only partially conducted in facilities of the Medical School or its affiliates are eligible for appointment to modified (qualified) academic rank. Volunteer faculty participating primarily in programs involving patient care shall be designated with the modifier, Clinical. Such faculty who participate primarily in research and teaching shall be designated with the modifier, Adjunct. Additionally, per the negotiated agreement with the Department of Pediatrics at Nemours/Alfred I. duPont Hospital for Children, duPont clinical faculty/pediatricians who serve as volunteer faculty at CMSRU must be designated as "Adjunct" faculty; as per duPont Hospital for Children, they may not be designated using the modifier "Clinical". Distinguished Faculty who previously held the rank of Professor and who are no longer employed by the medical school or the affiliated hospital may be granted Emeritus status. Faculty whose service is for a limited time may be appointed with the modifier, Visiting. Faculty whose service is discontinuous or intermittent may be appointed as Lecturers. Faculty in this category need to submit only one letter which should be from the departmental chair. They do not need to submit a teaching portfolio.

3.7 Faculty Reappointment

Rowan employed biomedical sciences faculty follow Rowan recontracting and tenure guidelines as outlined in the Rowan University Tenure and Recontracting MOA.

Clinical faculty reappointments are issued as follows:

Instructor	every 2 years
Assistant Professor	every 2 years
Associate Professor	every 3 years
Professor	every 3 years

The Office of Faculty Affairs (OFA) will provide clinical departmental chairs and corresponding departmental appointment and promotion (A&P) chairs a listing of full time and volunteer clinical faculty due for reappointment by April 1 annually.

The departmental chair and departmental A&P chair will evaluate whether each clinical faculty member's reappointment is appropriate and notify the OFA of any objections to a specific individual's reappointment by May 1.

The CMSRU A&P Committee will review and approve clinical faculty reappointments at its May meeting and forward to the CMSRU Dean. The Dean and Provost will review recommendations and move appropriate faculty candidates forward to the Rowan Board

of Trustees (BOT) for reappointment. The Rowan BOT will review at its June meeting and reappointments will be effective September 1. Reappointed clinical faculty members will receive reappointment letters in early July.

If a departmental chair decides not to recommend a clinical faculty member for reappointment, the faculty member has the right to appeal the decision to the CMSRU Associate Dean for Faculty Affairs.

4.0 **Procedures for Promotion**

4.1 Candidates apply for promotion by:

- Submitting a letter of intent to the departmental chair and the Dean
- Submitting a summary of accomplishments, updated curriculum vitae, required forms, names of evaluators as required by rank, and teaching portfolio and teaching dossier.

4.2 Teaching Portfolio and Teaching Dossier

The template for a teaching portfolio is as follows:

A Teaching Portfolio is an executive summary of the faculty member as an educator. The Teaching Portfolio should be concise and selective, but with sufficient description and documentation to provide a record of teaching activities and evidence of teaching effectiveness. For those faculty members whose teaching activities are scholarly in nature (as evidenced by peer-reviewed support for training programs and activities, scholarly publications concerning teaching and education, creation of innovative teaching materials that are disseminated and used regionally, nationally, and/or internationally, and leadership positions in professional education societies), a more detailed and extensive Teaching Portfolio may be helpful.

4.21 Part One: Data Relevant to Teaching Activities

List and describe teaching-related activities in as complete a context as possible, i.e. the names of courses or presentations, the level of involvement or frequency, the number and types of students, the teaching materials that may have been produced, or the role of the faculty member in other teaching-related activities (supervisor, advisor, mentor).

4.211 Teaching Activities

- Undergraduate
- Graduate
- Residents and Fellows
- Peers (mentoring)

4.212 Curriculum Development (list tangible educational materials created; (e.g., case development, lecture, assessment tools, OSCE, web materials, etc.)

- Courses
- Clerkships
- Residency Programs

- Fellowship Programs
- Education and teaching innovations
- CME
- Outreach

4.213 Mentoring/Advising

4.22 Part Two: Evidence of Teaching Effectiveness

A brief description of objective measures of teaching effectiveness.

The primary element of this category is a review of teaching effectiveness including a summary of the relevant, objective documentation. The information to be summarized may include representative portions of teaching evaluations, testimonials by students, peer reviews, and special contributions. Items that may be summarized in this section include:

- Course Materials
- Student and Resident Evaluations
- Peer Review
- Professional Recognition
- Participation in professional development

4.23 Part Three: Include information concerning any additional teaching or educational activities that are especially noteworthy, creative, innovative, peer-reviewed, or indicative of recognition outside of the institution (e.g., publications, contributions to scholarly teaching societies, teaching awards and recognitions, invited lectures concerning teaching and education).

A Teaching Dossier is a one to three page summary of the Teaching Portfolio and should be organized by the same general headings as the portfolio. The faculty member's teaching philosophy should also be addressed in the dossier. The Teaching Portfolio and Teaching Dossier **must be reviewed and signed** by the Division Head or Department Chair.

4.3 The Department

4.31 Academic departments must establish clearly stated standards and procedures for faculty promotion consistent with the general qualifications and expectations established at the medical school level. Academic departments must articulate and document their positions regarding the expected balance (or mix) among Teaching Effectiveness, Scholarship, Clinical Service (if appropriate), Contribution to the Medical School, Hospital, and the University Community, and Contribution to the Wider and Professional Community. It is understood that the balance (or mix) may differ from one individual to the next and may change for an individual at different points in their career.

Academic departments also are responsible for ensuring that each faculty member completes the faculty development activities detailed in the "Faculty Development Activities" Section of the Faculty Evaluation Form; this form is administered annually by the Department Chair or Division Head to assess faculty performance.

- 4.311 Faculty Education on Appointments and Promotions: detailed information on Appointments and Promotions is provided to new faculty members at orientation. In addition, annual informational sessions on Appointments and Promotions are given by the CMSRU A&P Committee Chair and Office of Faculty Affairs. An annual report on Appointments and Promotions is given at the annual meeting of the Faculty Assembly. All policies and forms are posted in the faculty section of the CMSRU website.
- 4.312 Promotion Folder Preparation: The designated departmental A&P Coordinator is responsible for assisting departmental faculty with their promotion packets and collating their materials for submission to CMSRU. The department/division is responsible for covering any expenses related to the preparation of the promotion materials/folder.

4.32 Role of the Departmental Chair

- 4.321 Soliciting Letters of Recommendation: Prior to submitting a recommendation for appointment or promotion to the Dean, the Departmental Chair in which the faculty member holds, or will hold their primary appointment, must solicit evaluations regarding the qualifications of the prospective candidate. Letters of recommendation for candidates being proposed for appointment or promotion in the full-time faculty of CMSRU should be authored by recommenders who have first-hand knowledge of the professional and/or scholarly activities of the candidate. The recommenders should have had previous professional contact with the candidate.
- 4.322 The Departmental Chair shall select a member of their faculty at the rank of associate professor or professor as the chair of the departmental appointments and promotion committee. Departmental Chairs may not serve as the chair of the departmental appointments and promotions committee but may serve as a voting member of the committee.

For Rowan employed biomedical sciences faculty, the Rowan Promotion MOA will be followed for formation of departmental promotion committee.

- 4.323 The Departmental Chair shall make recommendations to the Dean regarding appointments and reappointments (except for Biomedical Sciences faculty, where the reappointment process is part of the American Federation of Teachers [AFT] union's formal tenure and recontracting process) and promotions following a review at a meeting of the Departmental Appointments and Promotions Committee.

4.33 Departmental Appointments and Promotions Committee

The Departmental Appointments and Promotions Committee must review and approve candidates prior to submission to the CMSRU Advisory Committee on

Appointments and Promotions. This committee shall be composed of Faculty members of the department. The minimum number of members on the committee shall be either three or 10% of the departmental faculty, whichever is greater. The maximum number of members on the committee shall be ten. All shall be at the rank of professor or associate professor. If fewer than three (3) faculty within the department are qualified to serve on this committee, or if a department is relatively small, the departmental committee may be comprised of faculty from a group of departments. A quorum shall be at least one-half of the members of the committee, plus the chair of the committee or a designated member appointed by the committee chair as the presiding official. Except for actions involving instructors and volunteer or adjunct faculty, all actions noted above must be reviewed and voted on by this committee. Upon request of any member of the committee, the voting shall be conducted by anonymous ballot. In addition, the Departmental Appointments and Promotions Chair shall obtain a mail ballot or electronic mail ballot of all faculty within the department at the rank of professor and associate professor regarding actions of this committee. For faculty promotions, the vote of this group is to be reported to the CMSRU Advisory Committee on Appointments and Promotions, along with the record of the vote of all faculty in the department at the rank of associate professor and professor.

4.34 Departmental Appointments and Promotions Committee Decisions

4.341 **Favorable recommendation** – The candidate and department chair will be so informed in writing. Thereupon, the Department Appointments and Promotions Committee will forward a written report to the CMSRU Advisory Committee on Appointments and Promotions. At the request of the candidate, the committee will meet with the candidate to discuss the committee’s evaluation and decision.

The Department will ensure that the promotion materials, with the departmental report, are delivered electronically to the Office of Faculty Affairs for review by the CMSRU Advisory Committee on Appointments and Promotions. The promotion folder may also include supplementary materials from the candidate.

4.342 **Unfavorable recommendation** – If there is a negative vote on a candidate, the candidate and the department chair will receive a written explanation of the decision, including how the candidate does not meet the criteria. At the request of the candidate, the committee will meet with the candidate to discuss the committee’s evaluation and decision. Candidates who have not received a positive recommendation from their departmental committees may:

4.3421 Withdraw their applications at this or any point in the promotion review process; or

4.3422 Ask to have their materials forwarded to the Advisory Committee on Appointments and Promotions if the departmental Chair agrees.

4.4 **The CMSRU Advisory Committee on Appointments and Promotions**

The CMSRU Advisory Committee on Appointments and Promotions shall have the responsibility of advising the Dean as to appointments and promotions. The Dean shall obtain the advice of this Committee in these matters. Appointment to or promotion of the faculty to full academic rank above the rank of instructor must be reviewed by this Committee with no delegation of its responsibility. The Committee shall receive for informational purposes, candidates for the designations of adjunct, clinical (pre-fixed), and emeritus faculty.

The Committee shall establish and periodically review written guidelines for the award of each academic rank with the approval of a majority of the membership of the Faculty. The Committee may, on its own initiative, make suggestions as to personnel matters to the Dean.

4.41 The CMSRU Advisory Committee on Appointments and Promotions shall consist of 12 voting members. The Associate Dean for Faculty Affairs and the Director of Faculty Affairs and Educational Operations shall serve ex-officio without vote. All members must be professors or associate professors.

4.42 Meetings shall be convened by the Dean or designee, or by the Chair; and

4.43 All departmental actions presented to the CMSRU Advisory Committee on Appointments and Promotions must include a report of the results of the deliberations.

4.5 **Role of the CMSRU Advisory Committee on Appointments and Promotions**

The role of the Committee is to provide a thorough and substantive review of the qualifications of the applicant in the following manner:

4.51 Review the Departmental Promotion Committee's recommendation and evaluate the candidate's qualifications for promotion against the criteria and standards established for the rank in question;

4.52 Committee may conduct a personal interview with the candidate to discuss the materials that have been submitted; and

4.53 After carefully considering the candidate, the Committee will vote on the request for promotion.

4.54 If the recommendation of the Committee is favorable, the Committee will inform the Chair of the Departmental Committee and Department Chair in writing and will forward a recommendation for promotion to the Dean.

4.55 If the recommendation of the Committee is unfavorable, the Chair of the Departmental Committee and Department chair will receive a written explanation of the committee's recommendation. The committee's recommendation to the Dean must report the numerical vote. A minority report, if pertinent, with reasons for any negative or abstaining votes must be included.

4.56 The Committee is advisory to the Dean only. The Dean has final CMSRU decision authority on all appointments and promotions. Any appeals on unfavorable decisions by Departmental Committees or Chairs are made directly to the Associate Dean for Faculty Affairs.

4.6 The Dean:

4.61 Will review the Committee recommendations, rationales, and candidate's promotion folder;

4.62 May meet with the applicant, at which time they will discuss the candidate's portfolio;

4.63 Will conduct a thorough and substantive review of the applicant; and

4.64 Will forward their recommendation to the Provost who serves as the designee for the Office of the President of RU. The Dean will be available to meet with the Committee to discuss their recommendation if requested to do so. At this stage, the candidate who receives a negative recommendation from the Dean may exercise the option to withdraw from further consideration or to appeal the recommendation to Provost and then to the President of Rowan University.

4.7 The University Senate Promotion Committee will receive and retain for informational purposes the recommendations and report of the Dean for Rowan employed faculty.

5.0 Role of the President

5.1 The role of the President is largely procedural; however, they remain empowered to conduct substantive reviews of the qualifications of the candidates should they decide to do so.

5.2 The President will consider the recommendations of the Dean.

6.0 Action by the RU Board of Trustees

The Office of the President will forward affirmative decisions to the RU Board of Trustees for action at their June meeting.

7.0 Notification of action by Rowan University Board of Trustees

7.1 The CMSRU Office of Faculty Affairs will send a letter from the Dean notifying faculty of the action of the Rowan University Board of Trustees and any CMSRU requirements for faculty.

Appendix A

Time Frame for Board Certification Upon Completion of Residency and/or Fellowship Training

Anesthesiology	15 months
Radiology	15 months
Emergency Medicine	18 months
Obstetrics & Gynecology	33 months
Pathology	12 months
Physical Medicine and Rehab	12 months
Psychiatry	12 months

Medical Specialties

Dermatology	12 months
Family Medicine	12 months
Internal Medicine	12 months
Neurology	12 months
Pediatrics	12 months

Surgical Specialties

General Surgery	12 months
Neurosurgery	60 months
Orthopedic Surgery	30 months
Podiatry	30 months
Urology	30 months
Oral Maxillofacial Surgery	36 months
Plastic Surgery	24 months
Vascular Surgery	12 months
Otolaryngology	12 months
Thoracic	12 months