

## **TENURE GUIDELINES** **Effective July 1, 2005**

The purpose of this Tenure Guidelines Manual (“Guidelines”) is to provide candidates and tenure reviewers with guidance on the ways a candidate can evidence attainment of the standards and other criteria required for the awarding of Tenure or Tenure of Title by the Drexel University College of Medicine (“College”).

### **I. Standards for the Awarding of Tenure or Tenure of Title**

The Tenure and Promotion to Tenure Policy (the “Policy”) approved by the Board of Trustees of the College, establishes the following standards that must be demonstrated by a faculty member in order to obtain Tenure or Tenure of Title.

#### **A. Tenure**

Tenure may be awarded to an eligible faculty member<sup>1</sup> who can demonstrate academic excellence through showing either:

(i) sustained excellence in research and scholarly activity; (ii) sustained record of being well supported by external funding; and (iii) having received external peer recognition at the national level; and in addition the candidate is expected to have shown sustained performance at least at the satisfactory level in teaching and College or community service; and must be judged capable of continuing all such activity over the balance of the course of his or her career.

or:

(i) sustained excellence in the teaching of the College’s medical students (excellence in the teaching of graduate students and residents will also be taken into account); and (ii) demonstrated leadership in the College community in the area of education; and (iii) sustained excellence in medical curricular development and scholarly activity; and (iv) having received external peer recognition as an educator at a national or international level; and in addition it is preferable that the candidate has been supported by extramural funding; and must be judged capable of continuing all such activity over the balance of the course of his or her career.

#### **B. Tenure of Title**

Tenure of title may be awarded to an eligible faculty member<sup>2</sup> who: (a) has shown sustained *excellence* in scholarly activity, teaching and College or community service; and (b) has achieved national recognition in their field; and (c) who is judged capable of continuing such activity over the balance of the course of his or her career.

### **C. Other Criteria Applicable to Both Tenure and Tenure of Title**

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<sup>1</sup> To be eligible for Tenure under the Policy, a faculty member: (1) must hold an unqualified faculty title; (2) must be employed by the College on at least a .75 FTE basis; and (3) his or her scope of duties must be either (a) primarily research or (b) primarily scholarly activity in the field of medical education and curricular development.

<sup>2</sup> To be eligible for Tenure of Title under the Policy, a faculty member: (1) must hold an unqualified title and (2) his or her scope of duties is primarily clinical or patient care activities.

Although the focus of the tenure process is aimed at evaluating the individual performance of the faculty member, the changing needs and priorities of the faculty member's department and College may also affect the decision. As part of the tenure review process, any department proposing faculty for Tenure or Tenure of Title should consider the programmatic and budgetary implications of such an award. In addition, it is expected that any faculty member seeking Tenure or Tenure of Title will have demonstrated appropriate collegiality towards colleagues, students, staff and patients throughout their appointment at the College. The responsibility always lies with the individual faculty member to demonstrate to the College that he or she has met the requirements for Tenure or Tenure of Title.

## **II. Demonstration/Evidence of Meeting Tenure Standards**

The particular items listed under each of the tenure standards are offered mainly for illustrative purposes. The order in which they are listed is not indicative of any type of priority ranking. No item should be counted as alone necessary or sufficient for purposes of demonstrating the quality of a candidate's work within a particular category. Further, this list of items should not be construed to exhaust all of the possible items or evidence of achievement that might otherwise be considered. Reviewers should not construe the following as check lists.

### **A. Tenure**

A candidate may satisfy requirements for the award of Tenure by showing the following:

- 1) Sustained *excellence* in research and scholarly activity:
  - Original publications in peer reviewed journals or textbooks of distinction in their field.
  - Original work of a theoretical or applied nature (inventions, advances in biotechnology, patents, clinical innovations).
  - Appointments to editorial boards of scientific journals, memberships on NIH Study Sections.
  - Invitations to present work at workshops or symposia or other evidence of recognition of scholarly activities.
- 2) Sustained record of being well supported by external funding:
  - Ability to obtain independent funding for new research programs.
  - Ability of the candidate to sustain independent funding for their research program.
  - Ability to cover substantial portion of the costs of staffing and operating the candidate's research laboratory.
- 3) Received peer recognition at the national level:
  - Appointment to prestigious committees of scientific societies or associations, such as the National Institutes of Health, National Science Foundation, The Veterans Administration, etc.
  - Evaluation of the candidate's activities and letters of reference from outside reviewers.
  - Receipt of awards and other recognition from recognized professional, scientific or educational bodies or societies.
- 4) Sustained performance at least at the *satisfactory* level in (i) teaching and (ii) College or community service:

*Satisfactory* teaching can be shown by:

- Effective teaching of medical students, residents and graduate students as demonstrated by student evaluations and reviews by department chairs and colleagues.
- Demonstration of more mature teaching skills and assumption of some responsibility for course administration.
- Receipt of teaching awards, service as program or course director, and exceptional effort.

*Satisfactory* College or community service can be shown by:

- Participation in clinical and patient care activities.
- Service on College (or Drexel University) committees, committees of scientific societies, etc.
- Special administrative services, special service to the community or government.

5) Judged capable of continuing such activity over the balance of the course of his or her career.

- The judgment that the candidate is capable of continuing such activity over the remainder of his or her professional career can be a difficult one to make. However, this can be partially demonstrated through a careful review of the candidate's past performance at the College to look for examples of:

(i) A record of past annual reviews and departmental tenure review of consistent and sustained performance during the candidate's appointment.

(ii) The absence of counseling or other disciplinary action during the candidate's term of appointment.

(iii) Evidence throughout the candidate's professional career of mature development and improvement as a researcher, scholar, teacher and colleague.

(iv) Progressive acceptance of and success at assuming additional responsibility for research, teaching and service throughout the candidate's appointment at the College.

A candidate may also demonstrate satisfaction of the requirements for the award of Tenure by showing the following:

1) sustained *excellence* in the teaching of the College's medical students (excellence in the teaching of graduate students and residents will also be taken into account):

- A mature teacher with all the qualifications described above.
- Effective teacher of medical students or residents documented by evaluation of peers, students and other groups.
- Receipt of teaching awards, service as program or course director, and exceptional effort.

2) demonstrated leadership in the College community in the area of education:

- Proven ability to assume leadership responsibility for departmental and interdisciplinary courses.
- 3) sustained *excellence* in medical curricular development and scholarly activity and a strong preference for securing extramural funding:
- Sustained excellence in scholarly activity
  - evidence of extramural grant submissions and of extramural support
  - evidence of curriculum development, student counseling and guidance, promotion of graduate programs and other efforts to promote scholarship.
- 4) received external peer recognition as an educator at a national or international level:
- Appointment to prestigious committees of scientific societies.
  - Evaluations of the candidate's activities and letters of reference from experts who are outside the College.
  - Receipt of awards and other recognition from recognized professional, scientific or educational bodies or societies.
- 5) judged capable of continuing such activity over the balance of the course of his or her career:
- The judgment that the candidate is capable of continuing such activity over the remainder of his or her professional career can be a difficult one to make. However, this can be partially demonstrated through a careful review of the candidate's past performance at the College to look for examples of:
    - (i) A record of past annual reviews and departmental tenure review of consistent and sustained performance during the candidate's appointment.
    - (ii) The absence of counseling or other disciplinary action during the candidate's term of appointment.
    - (iii) Evidence throughout the candidate's professional career of mature development and improvement as a researcher, scholar, teacher and colleague.
    - (iv) Progressive acceptance of and success at assuming additional responsibility for research, teaching and service throughout the candidate's appointment at the College.

### ***B. Tenure of Title***

In order to obtain Tenure of Title, the candidate must show the following:

- 1) sustained *excellence* in scholarly activity, teaching and College or community service:

Excellence in scholarly activity can be shown by:

- Participation in multi-center collaborative studies.
- Clinical case reports of medical conditions and treatments.
- Novel synthesis of knowledge or new techniques and/or procedures related to clinical activities.

- Progression of activities from local and state meetings to regional, national and international levels define levels of Satisfactory, Substantial, and Outstanding accomplishment.
- Editorial Board membership and journal reviewer.
- Participation in national credentialing activities.

*Excellence* in teaching can be shown by:

- Written evaluation by students, residents, and fellows.
- Introduction of novel techniques and technologies for teaching and for the evaluation of learning.
- Writing of textbooks, chapter, monographs, reviews and other materials (audio and/or videotapes) which transmit knowledge and can be reviewed by peers.
- Significant roles in the development, implementation, and evaluation of model curriculum.

*Excellence* in College or community service can be shown by:

- Administration of clinical programs.
- Development of a new clinical service.
- Local, state and national recognition for clinical excellence.
- Clinical care awards.
- Patient satisfaction surveys.
- Further delineation of clinical competence includes documentation of clinical skills, medical knowledge, clinical judgment, use of diagnostic tests and therapeutic modalities, humanistic qualities and interpersonal skills, professional behavior and attitudes, effectiveness as a consultant and overall clinical competence.

2) national recognition in their field:

- Appointments to prestigious committees of scientific societies or other professional associations or bodies.
- Evaluations of the candidate's activities and letters of reference from outside reviewers.
- Receipt of awards and other recognition from recognized professional, scientific or educational bodies or societies.

3) judged capable of continuing such activity over the balance of the course of his or her career:

- The judgment that the candidate is capable of continuing such activity over the remainder of his or her professional career can be a difficult one to make. However, this can be partially demonstrated through a careful review of the candidate's past performance at the College to look for examples of:
  - (i) A record of past annual reviews and departmental tenure review of consistent and sustained performance during the candidate's appointment.
  - (ii) The absence of counseling or other disciplinary action during the candidate's term of appointment.

(iii) Evidence throughout the candidate's professional career of mature development and improvement as a researcher, scholar, teacher and colleague.

(iv) Progressive acceptance of and success at assuming additional responsibility for research, teaching and service throughout the candidate's appointment at the College.

### **III. Departmental Standards and Criteria**

Individual departments may establish their own additional standards and criteria for tenure provided such standards and criteria are consistent with the College-wide standards (including the Policy and these Guidelines). Departmental standards may be amended from time to time to meet the needs of the Department. All departmental standards and criteria must be approved by the Dean. In addition, all departmental standards and criteria must be communicated to all tenure-track hires at the time of appointment.

### **IV. Order of Precedence and Amendments of Guidelines.**

These Guidelines supplement and are subordinate to all College-wide policies and procedures on tenure and promotion to tenure that have been approved by the Board of Trustees or the Dean or as such may be modified from time to time by the Board or Dean. In the event of a conflict between the provisions of these Guidelines and those policies and procedures, the latter shall be followed. Subject to the approval of the Board of Trustees and the Dean, the Tenure Committee may amend these Guidelines from time to time in order to meet the needs of the College and such amendments shall be communicated to all tenure-track faculty.