



DREXEL UNIVERSITY
College of
Medicine

FACULTY APPOINTMENTS AND PROMOTIONS

CRITERIA

October 8, 2010

<u>REVISED DATE</u>	<u>EFFECTIVE DATE</u>	<u>COMMITTEE</u>
September 28, 1994		Appointments and Promotions Committee
October 10, 1994	January 1, 1995	Executive Committee of the Faculty
April 26, 1995		Appointments and Promotions Committee
May 8, 1995	May 8, 1995	Executive Committee of the Faculty
May 24, 1995		Appointments and Promotions Committee
June 12, 1995	July 1, 1995	Executive Committee of the Faculty
May 22, 1996	July 1, 1996	Appointments and Promotions Committee
November 14, 1996	December 1, 1996	Appointments and Promotions Committee
May 14, 1997	June 1, 1997	Appointments and Promotions Committee
November 11, 1998	November 11, 1998	Administrative Changes to Name
May 23, 2001	May 23, 2001	Appointments and Promotions Committee Executive Committee of the Faculty
July 1, 2002	July 1, 2002	Administrative Changes to Name
July 31, 2006	September 7, 2006	Appointments and Promotions Committee Executive Committee of the Faculty
December 1, 2007	January 3, 2008	Appointments and Promotions Committee Executive Committee of the Faculty
June 30, 2008	August 7, 2008	Appointments and Promotions Committee Executive Committee of the Faculty
	November 12, 2008	PHEC: Joint Academic & Personnel Affairs Committee
	December 4, 2008	PHEC: Board

For further information, please contact the Office of Faculty Affairs and Professional Development at (215) 762-4126

TABLE OF CONTENTS

I	DOCUMENTS REQUIRED	4
	Initial Appointments and Promotions	4
	Joint Appointments	5
	Changes of Title	5
	Emeritus Appointments.....	5
	Retirements and Resignations	5
II	TEMPORARY FACULTY APPOINTMENTS	6
III	VISITING FACULTY	
IV	MODEL CURRICULUM VITAE	7
V	GENERAL REQUIREMENTS	9
	Lecturer.....	9
	Instructor	9
	Assistant Professor	9
	Associate Professor	9
	Professor.....	10
VI	CRITERIA FOR UNQUALIFIED TITLES	11
VII	CRITERIA FOR QUALIFIED TITLES	14
	Clinical	14
	Research	14
	Adjunct	14
VIII	PROCEDURES.....	15
	Time Frame	15
	Sequence of Events	15

SUPPLEMENTAL GUIDE TO APPOINTMENTS AND PROMOTIONS

I DOCUMENTS REQUIRED

A. INITIAL APPOINTMENTS AND PROMOTIONS

1. Letter from the academic department chair (or Dean of the College when chairs are to be nominated), addressed to Dean nominating the candidate that indicates or addresses:
 - a. Rank at which the candidate is being proposed.
 - b. Candidate's ability and contributions in each of the areas and the anticipated contributions in these areas, clearly defining the area(s) of strength of the individual. In departments where the Division or Section Chief is the direct supervisor, the Division or Section Chief may write this letter with a supporting cover letter from the department chair.
 - c. Candidate's ethical character and integrity.
2. Current curriculum vitae (as outlined in Section III).
3. Letters of reference should be obtained from individuals currently holding the proposed rank or higher. (For qualified titles, e.g. Clinical Associate Professor, although this is desirable, it may not be possible. Letters from peers in the community who may not hold an academic title but are outside the institution will be acceptable.) In all cases, the nominating chair should obtain letters from individuals within the institution who can attest to the candidate's contribution to the institution in the areas of education, clinical expertise (when appropriate) and service and from individuals outside the institution who can attest to the candidate's regional, national and/or international recognition as a significant contributor to his/her field. The nominating chair may request letters from these individuals to use at the level of department review; however, all letters received must be forwarded to the Appointments and Promotions Committee. The numbers of letters required are as follows:

Unqualified Ranks

- a. Instructor - at least 1 letter (internal or external)
- b. Assistant Professor - at least 2 letters (internal or external)
- c. Associate Professor - at least 7 letters (4 internal of which 2 are from the department and 2 outside the department and 3 external letters. At least one external letter must be obtained from an individual who is "at arm's length", i.e. not collaborators, co-authors, or formerly involved in education, training, or advising the candidate. The proportion of internal and external letters may be modified for initial appointments.
- d. Professor – at least 8 letters (4 internal of which 2 are from the department and 2 outside the department and 4 external letters.) At least 2 external letters must be obtained from individuals who are "at arm's length", i.e. not collaborators, co-authors, or formerly involved in education, training, or advising the candidate. The proportion of internal and external letters may be modified for initial appointments.

The candidate should work with his/her Chair to develop the list of potential letter writers. A brief description of the candidate's relationship with each letter writer must be included. A list of at least 5 additional individuals (and each individual's relationship with the candidate) from outside of the institution who may be asked by the Committee to write evaluations of the candidate must also be submitted.

Qualified Ranks (Clinical and Research)

- a. Instructor - at least 1 letter (internal or external)
- b. Assistant Professor - at least 2 letters (internal or external)
- c. Associate Professor and Professor - at least 4 letters (2 internal and 2 external). The proportion of internal and external letters may be modified for initial appointments.

Qualified Rank (Adjunct)

- a. One (1) letter of support from the Chair of the Department or from the Program Director and a current CV in the College of Medicine format.

*** For candidates from affiliated institutions, one of the letters of reference must be from the Affiliated Department Chair or from the Director of Medical Education.

4. Copies of the one to three publications that the candidate judges to be his or her most significant for the ranks of Associate Professor and Professor.
5. A concise (1 page) statement from the candidate summarizing the significant aspects of his or her existing contributions to his or her field(s) of endeavor and general future goals may be provided. This statement can be used to enhance and focus the information contained in the CV.
6. In addition to the above documents, the Appointments and Promotions Committee may request additional information and/or letters from the nominator, candidate and/or other individuals.

B. JOINT APPOINTMENTS

Joint appointments will be granted to individuals who have demonstrated or who are clearly planning a substantial contribution to a secondary department and/or College. The rank to be afforded to the secondary appointment will be appropriate for the individual's credentials and the proposed contribution of the individual to the secondary department and/or College.

When joint appointments are being considered, documentation must be submitted from all the chairs of the department(s) where the individual currently holds an appointment. These letters will confirm that the faculty member continues to have a substantial role in the department.

1. If both primary and secondary appointments are being considered at the same time, all letters of recommendations should include the proposed title for both departments, i.e., Associate Professor of Medicine and Associate Professor of Biochemistry.
2. If the secondary appointment is being considered at a time separate from consideration of the primary appointment, updated curriculum vitae with the Chairs letters alone will be sufficient for consideration of review of the proposal for the ranks of Instructor and Assistant Professor.
3. For the ranks of Associate Professor and Professor, in addition to the Department Chairs letters and an updated curriculum vitae, two additional internal letters of recommendation need to be obtained from individuals holding the same rank or higher and who hold primary appointments in the proposed secondary department. In all cases, the letters of recommendation need to clearly identify the current or proposed level of activity of the candidate in the secondary appointment.

C. CHANGES OF TITLE

1. From Unqualified to Qualified Status

Letter from Department Chair stating specifically the academic role that the individual will have in the department. Commitment of time and the nature of the academic activities should be clearly outlined (e.g. medical students or residents).

2. From Qualified to Unqualified Status

All appropriate documentation for an appointment to the proposed rank, as outlined in Section I.

D. EMERITUS APPOINTMENTS

The title of Professor Emerita or Emeritus or Associate Professor Emerita or Emeritus may be conferred upon a retiring member of the faculty who has given long, meritorious and distinguished service to the College.

1. Letter from Chair (or Dean of College when Chairs are to be nominated) indicating the candidate's contributions to the school and what, if any, activities the candidate will continue to pursue within that department or within the institution.
2. Current curriculum vitae (as outlined in Section III).
3. Letters of reference should be obtained from three senior faculty who can comment on the contributions of the candidate.

E. RETIREMENTS AND RESIGNATIONS

Faculty members planning to retire or resign shall submit written notice of such intent to the Chair of the department in which he or she serves. The Department Chair shall then notify, in writing, the Dean of such retirements or resignations and their effective dates.

II TEMPORARY FACULTY APPOINTMENTS

Upon request of the Department Chair, and prior to consideration by the Appointments and Promotions Committee, the Dean of the College, with the approval of the Provost, may provide a temporary Faculty appointment in order to permit the proposed Faculty member to function within the institution and to receive appropriate remuneration. This is a procedure whereby a one (1) year faculty appointment is granted to individuals who have been selected for positions and are awaiting Committee(s) approval. The appointee shall be given the qualified title of "Temporary". Requests for these appointments should be accompanied by current curriculum vitae and should be forwarded to the Office of the Provost. See Article II, Section 6 of the College's Bylaws for more information.

III. Visiting Faculty

The title of Visiting Faculty member is conferred upon individuals who are temporarily appointed by the College but have continuing academic appointments in other institutions of higher education or continuing associations with business or non-profit organizations or governmental agencies. A visiting faculty member is a full-time member of the College while on leave from another institution with which he or she has a continuing affiliation. Full-time appointment as a visiting faculty member will be for no less than three months and is normally for one year. Appointments will be considered by the A. & P. Committee, the Executive Committee of the Faculty, and the Dean on the basis of a letter from the Department Chair setting forth the candidate's qualifications and planned contributions to the programs of the Department and the candidate's C.V. prepared in the College of Medicine format. Appointment may be renewed yearly for up to three years at the discretion of the Department chair. Academic ranks are Visiting Professor, Visiting Associate Professor, and Visiting Assistant Professor, and are normally conferred at the rank commensurate with the candidate's position at the academic institution at which he or she holds a continuing appointment or with his or her scientific, educational, or service experience and achievement at a non-academic organization or agency.

IV. MODEL CURRICULUM VITAE *** (please include Months and Years)

A. Name in full

B. Current home and professional mailing address, telephone number, fax numbers and E-mail

C. Education: Last degree listed first. Name of University, year degree granted

Major

Thesis Title (if applicable)

List all other degrees, institutions, years degrees awarded

D. Postgraduate Training:

List chronologically, starting with earliest position

Give years, institutions, type of training

E. Employment History:

List chronologically, starting with earliest position

Include consulting positions

Give years, institutions, positions held

F. Certification# and Licensure# (including Re-Certification) (if appropriate)

G. Military Service (if appropriate)

H. Honors and Awards

List chronologically, starting with earliest

Give name of award and/or awarding institutions

Indicate nature of award if not apparent

I. Memberships and Offices in Professional Societies

J. Professional Committees and Administrative Service

1. Institutional: committees on which you have served or chaired

Give years of membership

2. Extramural:

Local and Regional

National and International

Include:

a. membership on editorial boards

b. editorship of symposium volume, text or journal

c. service as examiner for professional organization

d. reviewer of grants for extramural funding sources

e. reviewer of manuscripts for journal publications

f. convener of symposium or of conferences or of workshop in one's field; etc.

Provide name of organization or publication, your role and years of service

K. Community Service

Service not related to the institution, but provided by you either in your professional or in some other capacity

List chronologically, earliest first

Give your role and the organization

L. Educational Activities:

1. Courses/Clerkships/Programs

a. Taught

b. Coordinated

c. Developed

Include: course title, audience, and years of involvement

2. Advising/Mentoring/Tutoring

a. Participated

b. Coordinated

c. Developed

Include: name of advisee, current position of advisee, years of involvement

3. Educational Materials: List texts, atlases, CAI, manuals, evaluation tools, etc. developed that are used only within the institution

M. Clinical Activities

1. Outline of major clinical activities including
 - a. Rounds, Clinics
 - b. Development and/or implementation of clinical programs, quality assessment of programs
2. Health care education of the lay community
 - a. Presentations
 - b. Publications in the lay press

N. Support

1. List past and present extramural support received
2. List past and present intramural support received
Include role in the project, title of study, funding agencies, including appropriate ID number, effective dates and total direct costs of award
3. List grant applications already submitted and still pending, with same information as above

O. Graduate Students, Postdoctoral Fellows and Postgraduate Medical Trainees

1. List graduate students who have received advanced degrees (Master's, Ph.D.) with you as their supervisor

Give name of student, years of study, thesis title, date that degree was awarded, department in which study was done and institution awarding degree

2. List postdoctoral fellows and postgraduate medical trainees that have been under your direct supervision for their training. Give names, years, research or clinical study and means of support (if training grant or NRSA)

P. Bibliography - listed under the following separate headings and Peer-Review Journals

1. Published full-length papers
A chronological list beginning with the earliest, with complete citations, including:
Names and initials of all authors
Title of the article
Name of journal, volume, inclusive page numbers, and year
*******Indicate if peer-reviewed by an asterisk before the citation**
N.B. Items "accepted for publication" should be so indicated
Items "submitted" can be included; journal and dates submitted should be indicated
2. Books and chapters in books
Provide complete citations, including Press and City of printing
3. Other Communications: video tapes, discs, slide atlases, computer programs, etc. used outside the institution
4. Book Reviews
Letters to Editors (when these are not articles, which they can be, as in Nature [London] or J. Mol. Biol.)
Provide complete citations
5. Abstracts (Optional, but if included, provide complete citations). Indicate if peer reviewed by asterisk

Q. Presentations

1. By invitation: (May include invited seminar presentations, except those for job interviews; also presentation at Society Meetings, Professional Boards, etc.)
 - Local
 - National
 - International
2. By competition or Peer-Review
For all presentations, provide type, full title, place presented, under what auspices (department, society, etc.) date of presentation

V. GENERAL REQUIREMENTS

A. Lecturer

The rank of Lecturer shall be held by an individual who teaches a course or part of a course. Appointment to this rank will be under highly selective conditions.

B. Instructor

The rank of Instructor shall be held by an individual with a masters degree or a doctoral degree. This title may indicate the initial step in an academic career. Post-doctoral teaching and research experience are not necessarily required. Normally, individuals pursuing residency training will not receive an academic title. Chief Residents and Fellows are eligible to be considered for the title of Instructor.

C. Assistant Professor

The rank of Assistant Professor shall be held by an individual who holds a doctoral degree or a master's degree in fields in which that is the highest degree offered at the time of one's education. Qualifications should ordinarily include acceptable post-doctoral experience in research or teaching and certification by specialty board, if such certification is appropriate to his/her function in the Department. An exception to the requirement for board certification for the rank of assistant professor may be made in disciplines that require an extended period of time to achieve board certification that includes a clinical practice requirement. In such cases, these individuals will be required to show evidence of board certification within five (5) years of the initial appointment or lose their faculty appointment.

The following provides an indication of the expectations of the committee regarding the items detailed in Section I.

1. Basic and Clinical Science Research Activities: Evidence of activity in this area is highly desirable. This can be demonstrated by publications in reviewed journals, chapters, presentations, grant funding.
2. Educational Activities: All individuals must have demonstrated their ability or their potential to be an effective teacher.
3. Clinical Activities: If appropriate to the function of the individual in the department, demonstration of ability to contribute significantly to the advancement of clinical activities of the department and to be an active member of professional societies.
4. Professional Service: Willingness to actively and effectively participate in the development of the department through participation on committees and other activities.

D. Associate Professor

The rank of Associate Professor shall be held by an individual with such qualifications as indicate potential for appointment as a Professor. Such qualifications would ordinarily include certification by the appropriate specialty board, extensive and varied experience in his/her field, recognition as an outstanding teacher, researcher, and/or clinician, and membership in appropriate national professional societies, if such membership or certification is appropriate to his/her function in the Department.

The following provides an indication of the expectations of the committee regarding the items detailed in Section I.

1. Basic and Clinical Science Research Activities: If this is the individual's area of expertise, evidence of sustained activity in this area is essential. This should be demonstrated by publications in reviewed journals, chapters, presentations, grant funding. Recognition of stature in the committee can be documented by participation on editorial boards, grant review committees, membership on committees of professional societies.
2. Educational Activities: All individuals must have demonstrated their ability to be an effective teacher. If this is the area of expertise of an individual, evidence of sustained scholarly activity in this area is essential. This can be demonstrated by publications in educational journals, textbooks, development of computer aided instruction, grant funding, etc. Recognition of stature in the community can be established by participation on educational committees of professional societies, receipt of teaching awards, etc.
3. Clinical Activities: If appropriate to the function of the individual in the department, demonstration of significant contribution to the advancement of clinical activities of the department. Recognition in the community can be documented by membership on committees of professional societies, invited presentations at meetings, etc.
4. Professional Service: Demonstration of active and effective participation in the development of the department and the university

through committees and other activities.

E. Professor

The rank of Professor shall be held by a Faculty member who has a doctoral degree and has demonstrated outstanding teaching, research, and/or clinical ability and is recognized as outstanding in his/her field. Such characteristics usually include membership in appropriate national professional societies and certification by the appropriate specialty board, if such membership or certification is appropriate to his/her function in the Department.

The following provides an indication of the expectations of the committee regarding the items detailed in Section I.

1. Basic and Clinical Science Research Activities: If this is the individual's area of expertise, evidence of a sustained high level of activity in this area is essential. This must be demonstrated by a consistent record of publications in reviewed journals, chapters, presentations, and sustained funding, generally extramural. Recognition of stature in the committee can be documented by participation on editorial boards, grant review committees, elected officer or chairmanship of committees of professional societies.

2. Educational Activities: All individuals must have demonstrated their ability to be an effective teacher. If this is the area of expertise of an individual, evidence of a sustained high level scholarly activity in this area is essential. This can be demonstrated by publications in educational journals, textbooks, development of computer aided instruction, etc. Recognition of stature in the community can be established by membership on editorial boards, chairmanship of educational committees of professional societies, receipt of teaching awards, etc.

3. Clinical Activities: If appropriate to the function of the individual in the department, demonstration of a leadership role in the advancement of clinical activities of the department. Recognition in the community can be documented by a broad base of patient referral and/or by election to an office or chairmanship of committees of professional societies, invited presentations at meetings, etc.

4. Professional Service: Demonstration of active and effective participation in the development of the department and the University through participation on and chairmanship of committees and other activities.

VI. CRITERIA FOR UNQUALIFIED TITLES

Criteria for appointment and promotion have been developed to reflect the University and School mission. All candidates for appointment or promotion will be evaluated on the basis of their accomplishments in the following areas: 1) basic and clinical science research; 2) educational activities; 3) clinical activities; and 4) professional service to the department, institution, and the community. It is recognized that individuals may have different levels of activity in each of these areas. However, the sum of the accomplishments in these areas should clearly identify the individual as one who has and is likely to continue to exhibit the following activities: maintains a curiosity in her/his field; strives to improve her/his field through creative activities; disseminates the knowledge obtained to students, colleagues and/or patients; and has gained a level of recognition, both within and outside the institution, appropriate to the sought academic rank.

Both qualitative and quantitative aspects of the following areas will be considered as guidelines when evaluating a candidate for appointment or promotion.

A. Basic and Clinical Science Research Activities

Evidence of basic science and/or clinical science research activity is generally demonstrated by candidates in some or all of the areas listed below. It is recognized, however, that individuals with emphasis on education and clinical activities may have different levels of basic, clinical science, or educational research activity. It is generally expected that faculty with unqualified titles for their accomplishments in the research arena will be recognized as such for maintaining an independently supported research program.

1. Participating in basic science or clinical science research as a
 - a. Principal investigator or co-investigator of a research program supported by extramural funding and/or intramural funding
 - b. Major collaborator whose activity is essential for such research
2. Publishing on a continuing basis
 - a. Original articles in peer-reviewed journals
 - b. Books and/or monographs
 - c. Chapters in books and/or review articles
3. Presenting at
 - a. National and international meetings as an invited plenary speaker, chair of a session or speaker at a peer-reviewed session
 - b. Other institutions as a seminar speaker
4. Acquiring professional recognition in basic science or clinical science research as demonstrated by
 - a. Election to office of a professional society
 - b. Awards, honorary degrees and/or prizes in one's field
 - c. Appointment as peer-reviewer of an extramural funding agency
 - d. Invitation to organize a national or international conference or symposium
 - e. Appointments to city-wide, state or national committees
 - f. Appointment on editorial boards

B. Educational Activities

Excellence in educational activities are required for all candidates. It is recognized that not all individuals will have education as their primary emphasis; however, activity in some or all of the areas listed below must be demonstrated by each individual.

1. Active participation and development in education, as evidenced by
 - a. Teaching and/or clinical or scientific training of students of any school within the DUCOM system, residents, postdoctoral fellows and/or faculty
 - b. Initiation and organization of educational programs: courses; journal clubs; graduate courses; graduate programs; lecture series for residents and fellows; development of manuals; development of approved residency and fellowship programs; development of funded M.S. and Ph.D. and postgraduate training programs, etc.
 - c. Innovation in teaching strategies, design of courses/curriculum and/or assessment of courses
2. Advising and mentoring, as evidenced by
 - a. Lists of formal and informal advisers and their current status (e.g. specialties)
 - b. Academic advisement of undergraduate and graduate students including their theses or dissertations and publications that resulted
 - c. Tutoring to improve course scores and the results of that tutoring
3. Participating in research in the area of education and assessment, including development of methods that enhance dissemination of knowledge, as a
 - a. Principal investigator or co-investigator of an education research program supported by intramural or extramural funding and/or intramural funding
 - b. Major collaborator whose activity is essential for such research
4. Publishing on a continuing basis in education, as evidenced by
 - a. Original articles in peer-reviewed journals
 - b. Books and/or monographs
 - c. Chapters in books and/or review articles
 - d. Video tapes, slide atlases, or computer programs of curricula materials that are used beyond the confines of the institution
5. Presenting at:
 - a. National and international meetings as an invited plenary speaker, chair of a session or speaker at a peer-reviewed session
 - b. Other institutions as a seminar speaker on medical education
6. Acquiring professional recognition in education as demonstrated by
 - a. Documented excellence in teaching by: student awards (e.g., Golden Apple), major awards (e.g., Lindback Awards), student evaluations
 - b. Election to office of a professional society
 - c. Awards, honorary degrees and/or prizes in one's field
 - d. Editorships or memberships on editorial boards of peer-reviewed journals
 - e. Appointment as peer-reviewer for an extramural funding agency
 - f. Invitation to organize a regional, national or international conference, symposium or workshop
 - g. Appointments to city-wide, state or national committees
 - h. Consulting to other teaching institutions
 - i. Policy making with respect to content for accreditation or certification boards (regional or national)
 - j. Invitation to serve as examiner or reviewer for national accrediting organizations

C. Clinical Activities

It is expected that clinical activity will be demonstrated by each faculty member when appropriate for their training and expertise. This should include dedication to the college's major affiliated hospitals by focusing her/his practice at such hospitals to satisfy such hospital's criteria for senior attending status, as well as the following:

1. Developing, participating in and evaluating clinical activities/programs as evidenced by
 - a. Participation in rounds and/or clinics on a regular basis
 - b. Major commitment as a section head as demonstrated by developing and/or strengthening the section to achieve high standards in the quality and quantity of patient care
 - c. Development of a broad base of patient referrals, regionally or nationally, with documentation of strong satisfaction from referring physicians
 - d. Development of multi-site clinical programs that achieve high standards in the quality and quantity of patient care
 - e. Documentation and assessment of clinical teaching excellence by colleagues and students

2. Acquiring and communicating new knowledge in the application of clinical medicine, clinical services, public health programs, and/or public health policy by original research that is of discovery or application nature as evidenced by
 - a. Principal investigator or co-investigator of a research program supported by intramural and/or extramural funding
 - b. Major collaborator whose activity is essential for such clinical services research

3. Publishing on a continuing basis in clinical medicine, clinical services, public health programs, and/or public health policy
 - a. Original articles
 - b. Books and/or monographs
 - c. Chapters in books and/or review articles
 - d. Case reports of novel clinical observations
 - e. Computer assisted programs and other electronic teaching material

4. Presenting at
 - a. Regional, national and international meetings as an invited plenary speaker, chair of a session or speaker at a peer-reviewed session
 - b. Other institutions as a seminar or grand rounds speaker

5. Acquiring professional recognition in clinical skill, clinical service, public health and/or health care policy as demonstrated by
 - a. Election to office of a professional society
 - b. Awards, honorary degrees and/or prizes relating to clinical care activities
 - c. Editorship or memberships on editorial boards of peer-reviewed journals
 - d. Appointment as peer-reviewer of an extramural funding agency
 - e. Invitation to organize a national or international conference, symposium, or clinical workshop
 - f. Appointments to city-wide, state or national committees
 - g. Recognition of clinical expertise in lay-media as evidenced by citation or invitation
 - h. Membership on accrediting groups, e.g. JCAHO

It is expected that professional service to the department, institution, and community, as evidenced by committee membership and chairmanship, and where applicable, community service that benefits the system will be demonstrated by all candidates. It is recognized that the level of activity of each individual will vary; however, some activity in this area must be demonstrated.

1. Membership in and/or chairmanship of departmental, institutional, hospital, committees and/or task forces at a level that is significant to the function of the committee and/or task force
 - a. role on committee
 - b. project(s) initiated and accomplishments
2. Establishing, implementing, and/or participating actively in student-community or resident-community health-related interactions
 - a. role in project
 - b. project(s) initiated and accomplishments
3. Developing and/or participating in Drexel University College of Medicine sponsored clinical and/or educational programs designed to improve the health and health awareness of the community
 - a. presentations at civic groups, legislative group
 - b. media presentations
4. Participation in non-academic groups or organizations due to the professional expertise contributed
 - a. role in group
 - b. project(s) initiated and accomplishments

VII. CRITERIA FOR QUALIFIED TITLES

The focus of the activities of individuals with a qualified title may or may not be limited to Drexel University College of Medicine and, need not fulfill every aspect of the mission statement. Therefore, although all the above criteria will be the basis of the evaluation, the sum of the activities required for promotion will be less than that of the unqualified title.

A. Clinical

The criteria for appointment or promotion for an individual with a clinical title may include those listed under Sections V.B, V.C, and V.D, above. It is important to recognize that demonstrated achievement in one's area of expertise is essential for promotion to Clinical Associate or Clinical Professor. Clinical practice alone is not sufficient for the ranks of Clinical Associate Professor or Clinical Professor. While scholarly activity is an important part of the criteria considered for this rank, it is not an absolute requirement.

B. Research

The criteria for appointment or promotion for an individual with a research title may be (but are not necessarily) limited to those listed under Sections V.A and V.B, above, as conducted at the College or its affiliates.

C. Adjunct or Adjunct Clinical

The Adjunct or Adjunct Clinical title is reserved for individuals who contribute to the academic programs of the College on an occasional but continuing basis. The criteria for appointment or promotion for an individual with an adjunct title are similar to those listed under Section VI.A or VI.B, as appropriate.

VIII. PROCEDURES

A. Time Frame

Promotion to Associate Professor usually occurs between 4 and 7 years following initial appointment at the rank of Assistant Professor. Promotion to Full Professor usually occurs between 5 and 7 years after first appointment as Associate Professor.

B. Sequence of Events

1. Nomination by academic department chair (or the Dean of the College, when department chairs are considered for appointment or promotion) to the Office of Faculty Affairs and Professional Development. Documents required are outlined in Section I.
2. Documents forwarded to the Appointments and Promotions Committee through the Office of Faculty Affairs and Professional Development.
3. Review by Appointments and Promotions Committee. Additional information will be obtained as needed by the Committee. The Appointments and Promotions Committee may form a separate Ad Hoc Committee for the purpose of evaluating the qualifications of a proposed candidate.
4. Decision of the Appointments and Promotions Committee forwarded to the Executive Committee of the Faculty for review and action.
5. Decision of the Executive Committee of the Faculty forwarded to the Dean of the College for review and action.
6. If a recommendation against promotion is made at any level, the nominating chair will be notified of the decision and provided with a list of reasons why the decision was made. It is the responsibility of the Department Chair to counsel faculty regarding the decision. The faculty member shall have the option to either accept the decision, or to request the negative recommendation to be appealed to the next higher level.
7. If the Executive Committee of the Faculty disagrees with a recommendation of the Appointments and Promotions Committee, the concerns of the Executive Committee of the Faculty are sent to the Appointments and Promotions Committee for further consideration. The decision of the Appointments and Promotions Committee made in light of these concerns is then returned to the Executive Committee of the Faculty for final review. If the Executive Committee of the Faculty still does not agree with the recommendation of the Appointments and Promotions Committee, the Executive Committee of the Faculty may vote to override the decision of the Appointments and Promotions Committee.
8. Any faculty member who feels deserving but whose department chair, after discussion with the individual, is unwilling to recommend promotion may, in writing, demand special evaluation by the Appointments and Promotions Committee. The recommendation of the Committee will then be transmitted to the Executive Committee of the Faculty as outline above.

When is an Activity Scholarship?

Scholarship must be public so it contributes to the discipline. An activity is scholarly if it:

- Requires a high level of expertise
- Breaks new ground or is innovative
- Is public, so it can be replicated or elaborated upon, and documented, preferably archived Can be peer reviewed
- Has an impact on the discipline or some community of people

Distinctions between Activity and Scholarship

Activity	Scholarship
<p>•Performing research activities</p> <ul style="list-style-type: none"> -Conducting research, performing experiments -Managing funded projects & grants -Meeting institutional requirements for human subjects protection, animal protection, radiation safety, etc. -Maintaining knowledge & skills through meetings, workshops, courses -Obtaining national & international recognition (election or invitation to offices, leadership positions, awards, editorial boards) 	<p>•Informs other researchers</p> <ul style="list-style-type: none"> -Writing, obtaining & managing research grants & projects -Mentoring other researchers -Presenting results at local, regional, national & international meetings -Publishing papers & chapters, books (traditional or E-publishing) -Providing invited seminars, visiting lectureships -Organizing meetings -Serving on study sections & advisory panels
<p>•Providing clinical service to patients</p> <ul style="list-style-type: none"> -Developing & maintaining clinical skills -Developing, participating in & evaluating common or unique clinical programs -Maintaining licensure & other required credentials -Demonstrating quality and quantity (e.g. patient satisfaction, good outcomes, referrals, outcomes, generation of clinical funding) -Managing large clinical programs & grants -Obtaining national & international recognition (election or invitation to offices, leadership positions, awards, editorial boards) 	<p>•Shows or teaches other clinicians</p> <ul style="list-style-type: none"> -Mentoring other clinicians -Presenting knowledge & skills at local, regional, national & international meetings -Publishing case reports, clinical administrative projects, papers & chapters, books (traditional or E-publishing) -Writing, obtaining & managing clinical service research grants & programs -Serving on clinical certification, evaluation & advisory panels, consulting -Providing invited seminars, visiting lectureships -Organizing meetings
<p>•Teaching students, residents & fellows</p> <ul style="list-style-type: none"> -Developing & maintaining teaching & evaluation knowledge & skills -Advising students, residents & fellows -Developing, managing & evaluating courses -Participating in, developing & evaluating curricula -Managing large educational programs & grants -Obtaining national & international recognition (election or invitation to offices, leadership positions, awards, editorial boards) 	<p>•Teaches other teachers</p> <ul style="list-style-type: none"> -Mentoring other teachers -Presenting knowledge & skills at local, regional, national & international meetings & workshops -Publishing educational materials, educational administrative projects, papers & chapters, books (traditional or E-publishing) -Writing, obtaining & managing educational grants & programs -Serving on educational certification & advisory panels, consulting -Providing invited seminars, visiting lectureships
<p>•Professional service</p> <ul style="list-style-type: none"> -Serving on or leading school or university, disciplinary, or community committees & groups -Mentoring faculty -Conducting departmental work individually and in committees -Obtaining national & international recognition (election or invitation to offices, leadership positions, awards, editorial boards) 	<p>•Informs community (tied to special knowledge)</p> <ul style="list-style-type: none"> -Designing, participating in, evaluating projects to improve a community or discipline -Writing grants for community projects -Presenting knowledge & skills at local, regional, national & international meetings & workshops -Publishing reports, papers & chapters, books (traditional or E-publishing) -Serving on or leading disciplinary, or community advisory committees & groups -Providing invited seminars, visiting lectureships

Supplemental Guide to Appointments and Promotions Faculty Titles and Scholarship Requirements

In principle, all faculty will participate in the educational programs of the College of Medicine unless specified to the contrary.

Title	Category	Salary Source	Weighting of Criteria Used for Promotion*			Tenure	Primary Site
			Emphasis Area	Activity	Scholarship		
Professor Associate Professor Assistant Professor Instructor	Unqualified	Internal	Research	+	++++	Salary	DUCOM
			Clinical Educator	++++ o +++	+ r ++		
			Educator	++++ o +++	+ r ++		
Professor Associate Professor Assistant Professor Instructor	Unqualified	External	Research	+	++++	Tenure of Title	DUCOM or Affiliates
			Clinical Educator	++++ o +++	+ r ++		
			Educator	++++ o +++	+ r ++		
Clinical Professor Clinical Associate Professor Clinical Assistant Professor Clinical Instructor	Qualified – Clinical	Internal or External	Clinical	+++++	None	None	DUCOM or Affiliates
Research Professor Research Associate Professor Research Assistant Professor Research Instructor	Qualified – Research	Internal or External	Research	None	+++++	None	DUCOM, Affiliates, or Other
Adjunct Professor Adjunct Associate Professor Adjunct Assistant Professor Adjunct Instructor	Qualified – Adjunct	External	Research, Clinical, Clinician Educator, or Educator	++++	+	None	Other than DUCOM or Affiliates

* The +'s each indicate 20% effort. Thus +++++ means 100% effort in that area.

Vignettes of faculty and where they would fit in this evaluation scheme:

- Board Certified Radiologist – hired to read films at DUCOM – occasionally interacts with radiology resident, but no formal teaching responsibilities – many clinical activities and great clinical income but no scholarship at all, no peer reviewed publications or presentation.
Recommendation: Appoint as Clinical Assistant Professor of Radiology (no hidden title) – promote to Clinical Associate Professor based on ++++ clinical activities.
- Board Certified General Internist – hired primarily to see primary care patients in clinic or in-patient setting at Tenet-owned or affiliate hospitals – brings in clinical income and are major referral source for specialists – have extensive night and weekend call - frequently precepts and evaluates residents and students in these settings and are evaluated by them – occasionally give lectures to residents and students – occasionally serve on hospital committees – some publications or chapters (2-3), often not peer reviewed.
Recommendation: Appoint as Assistant Professor of Medicine (no hidden title) – promote to Associate Professor of Medicine based on ++++ clinical and teaching activities and + clinical and educational scholarship.