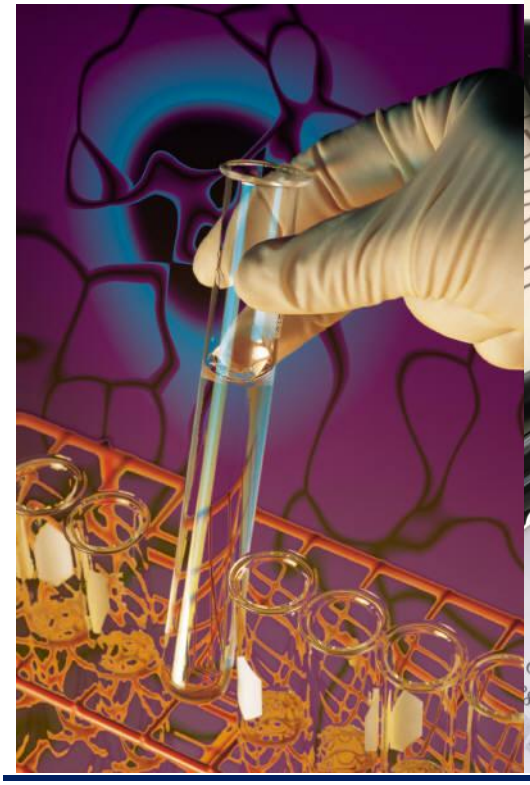
MOREHOUSE SCHOOL OF MEDICINE



Faculty Appointment and Promotion Process and Policies

MOREHOUSE SCHOOL OF MEDICINE

ACADEMIC APPOINTMENT AND PROMOTION

PROCESS AND POLICIES

Approved by the Morehouse School of Medicine
Board of Trustees

Updated: January 2013

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MOREHOUSE SCHOOL OF MEDICINE

Office of the Dean

TO: All Faculty

FROM: Sandra E. Watson, MHA
Associate Dean for Administration

RE: Deadline Dates for Submission of Applications for Faculty Appointment and Promotion for FY 2013

DATE: June 2, 2012

Deadline for Applications 2012-2013	**FAPC Meetings 1:00 pm 2012-2013**	**APC Meeting 3:30 p.m. 2012-2013**
Monday, June 25	Tuesday, July 10	Thursday, July 26
Monday, July 23	Tuesday, Aug. 14	Thursday, Aug. 23
Monday, Aug. 27	Tuesday, Sept. 11	Thursday, Sept. 27
Monday, Sept. 24	Tuesday, Oct. 09	Thursday, Oct. 25
Monday, Oct. 22	Tuesday, Nov. 13	Thursday, Nov. 29
Monday, Nov. 26	Tuesday, Dec. 11	Thursday, Dec. 20
Monday, Dec. 17	Tuesday, Jan.08	Thursday, Jan. 24
Monday, Jan. 28	Tuesday, Feb. 12	Thursday, Feb. 28
Monday, Feb.25	Tuesday, Mar. 12	Thursday, Mar. 28
Monday, Mar. 25	Tuesday, Apr. 09	Thursday, Apr. 25
Monday, Apr. 22	Tuesday, May14	Thursday, May 23
Monday, May 27	Tuesday, June 11	Thursday, June 27

The deadline for applications to be submitted to the Dean's Office is designed to allow approximately two (2) weeks between receipt of materials and scheduled Faculty Appointment and Promotion Committee (FAPC) meetings. This time is necessary in order to process the original documents and allow prior review by the committee members. Only completed applications will be forwarded to the FAPC. Applications received after the deadline date will be held over until the next Committee meeting. If you have any questions as to how an application should be submitted, please review your copy of the FAPC policies and procedures, or contact Renée Dunbar-Scott at 404-752-1583.

For promotions scheduled to be effective July 1, 2013, applications ***must*** be submitted to the Dean's Office no later than ***February 25, 2013***. Faculty promotions occur once per year regardless to when the credentials are submitted to the Faculty Appointment and Promotion Committee for review.

NOTE: It is the responsibility of the chair and faculty member to initiate promotion packages in a timely manner. You are encouraged to submit your promotion recommendations as early as possible to avoid the February 25th deadline.

cc: Dr. V. Montgomery Rice
Dr. M. Elks
Dr. H. Strothers

Academic Titles

A. <u>Series I Faculty</u>
FULL-TIME

Professor
Associate Professor
Assistant Professor
Instructor

B. <u>Series II Faculty</u>
FULL-TIME OR SALARIED FOR 50% TIME OR MORE

Professor
Associate Professor
Assistant Professor
Instructor

C. <u>Series III Faculty</u>
SALARIED FOR LESS THAN 50% TIME

Adjunct Clinical Professor
Adjunct Clinical Associate Professor
Adjunct Clinical Assistant Professor
Adjunct Clinical Instructor

Adjunct Professor
Adjunct Associate Professor
Adjunct Assistant Professor
Adjunct Instructor

D. <u>Series IV Faculty</u>

VOLUNTEER FACULTY WHO HAVE PAID FACULTY APPOINTMENTS AT OTHER LCME ACCREDITED MEDICAL SCHOOLS OR REGIONALLY ACCREDITED UNIVERSITIES-COLLEGES

Adjunct Clinical Professor
Adjunct Clinical Associate Professor
Adjunct Clinical Assistant Professor
Adjunct Clinical Instructor

Adjunct Professor
Adjunct Associate Professor
Adjunct Assistant Professor
Adjunct Instructor

E. Series V Faculty

VOLUNTEER FACULTY WHO DO NOT HOLD FACULTY APPOINTMENT AT OTHER INSTITUTIONS, BUT CONTRIBUTE TO MSM IN ONE OR MORE AREAS OF ACADEMIC ENDEAVOR.

Adjunct Clinical Professor
Adjunct Clinical Associate Professor
Adjunct Clinical Assistant Professor
Adjunct Clinical Instructor

Adjunct Professor
Adjunct Associate Professor
Adjunct Assistant Professor
Adjunct Instructor

F. Emeritus

G. Other Academic Titles (Not Members of the Faculty Assembly)

Visiting Scholar
Research Associate/Teaching Associate/Clinical Associate
Teaching Assistant/Clinical Assistant
Research Scholar
Post-Doctoral Fellows
Senior Scientist
Lecturer

Guidelines for Faculty Appointment and Promotion

Introduction

This document provides general guidelines for faculty appointment and promotion at the Morehouse School of Medicine (MSM). The approach is to provide a general set of guidelines with emphasis on examples of indicators of excellence and effectiveness. Due to the great variety of contributions to our overall goal of attainment of excellence, faculty performance expectations must be individualized at the departmental level. This variability not withstanding, certain fundamental principles, although somewhat intangible and difficult to quantify, must be considered for all appointments and promotions. These principles include professional integrity and trust; intellectual honesty and responsibility; and academic collegiality. It is recognized that the departmental chairperson has the greatest opportunity to perceive and assess the total performance of a department faculty member. For this reason, the recommendations of the chairperson become a major, but not the only, factor in the assessment process. Various combinations of indicators from each category are appropriate to measure faculty performance.

This document is intended to identify the general criteria for appointment and promotion as defined by the Bylaws of the Faculty of MSM; each department is responsible for developing specific criteria appropriate for the respective disciplines. All members of the faculty will be provided with a copy of these general guidelines and the specific departmental criteria at the time of initial appointment, and a copy will be on file in the multi-media center. Furthermore, it is the responsibility of the department chairperson to inform faculty, early on, of the specific expectations for promotion within a given department.

Areas of Academic Endeavor

The three major areas of academic endeavor are:

A. Teaching, including medical students, residents, graduate students and faculty;
B. Scholarly activity; and,
C. Service to the institution, community, and the individual's profession.

Evidence of a candidate's teaching, scholarship, and service are the most significant criteria for recommending appointment or promotion. The candidate's credentials must show strength in these areas. The list of indicators of quality for each dimension is not intended to be exhaustive, nor does the order imply relative importance. In appropriate cases, additional factors that enhance and application shall be called to the attention of the Faculty Appointment and Promotion Committee (FAPC).

A. Teaching

MSM explicitly recognizes the importance of quality instruction and student development as fundamental to the professorial role. **All faculty are expected to contribute to the development of our instructional programs.** Both quality and quantity of instruction are important; however, quality of instruction is the major criterion. Indicators of the quality of instruction represent important, but not exclusive, entities in promotion decisions.

Teaching may include providing lectures, seminars, and other forms of classroom and laboratory sessions; serving as attending physician in an ambulatory setting, conducting physical diagnosis, rounds and clinical conferences for professional students and house officers; providing informal tutorial contact in the office or laboratory; and/or participation in community education programs. Demonstrated leadership roles in the organization, design, planning, coordination and delivery of courses or programs of instruction in fulfillment of the program's educational responsibilities are especially important to senior ranks.

<u>Indicators of Quality in Instruction</u>

1. Selection for outstanding teacher recognition by the faculty and/or students.

2. Innovation in substance and relevance, including current advances in course content.

3. Development of effective and innovative educational methodologies and materials.

4. Excellent evaluation of teaching performance by student surveys, chairperson evaluation, other faculty members within and outside the candidate's department, and other mechanisms.

5. Publication of acclaimed instructional material.

6. Innovative approaches to evaluate student performance.

7. Contribution to new curriculum development.

8. Ability to teach effectively at more than one level.

9. High demand as a speaker at professional meetings.

10. High acclaim for continuing education activities.

11. Responsibility for extracurricular student scholarly activities.

12. Exceptional participation in student counseling.

13. Special initiative in or development of new courses or significant revisions of existing courses, including preparation and use of materials.

14. Sponsorship/directorship of independent research of pre-doctoral students, post-doctoral fellows and residents.

15. Effectiveness in the professional development of students and trainees.

16. Organization of and responsibility for programs and courses.

B. Scholarly Activity

Scholarship is defined as the development and dissemination of knowledge or changes in preexisting information or mastery of one or more of several academic components. The attainment of such information is not confined to a specific setting, but may include classical "bench" research, as well as creative activity in the clinical and educational fields. Such information is obtained from continued study of a given discipline through laboratory, clinical or other research endeavors. Scholarship activity may involve describing new developments in clinical medicine; developing new programs in patient care or education; conducting innovative modes of health care delivery; conducting creative pursuit/investigation of knowledge related to the cultural/behavioral aspects of medicine, measures of treatment effectiveness, and the process of medical education. Scholarly activity also may involve newer approaches or solutions to health problems, which are recognized nationally and/or internationally. This activity may involve research capabilities, participation in seminars, appointment to grant review committees (federal and otherwise), publication in refereed journals, participation in professional societies, participation in national and/or international conferences (chairing a session and/or presentation). Regardless of its form, the candidate must demonstrate promise of continued productivity.

1. Research and Publication

High quality research and publication are fundamental to attaining the goals of academic excellence and national prominence. Creative activities, which contribute to the body of knowledge, are critical to our academic reputation. Both quality and quantity of research and publication are important. However, **quality** of contribution to the body of knowledge is the major criterion. Indices of quality include publication in the leading scholarly-refereed journals of the relevant discipline, peer recognition by research or publication awards, frequent citation in other works, membership on prestigious editorial boards, and significant competitive external funding of research.

Both collaborative and individual contribution in research and publication are desirable; however, **primary authorship** of reviews and chapters in distinguished journals and textbooks outweigh group authorship, editing of books, and proceedings from conferences (although these endeavors are far from negligible). Indicators of quality in research and publication **over an extended period of time** represent an important and necessary, but not exclusive, component in appointment and promotion decisions.

Indicators of Quality in Research and Publication

a. Quality and number of publications: papers in quality-refereed journals are given the greatest weight. This includes publication of clinical activities or collaborative efforts with other individuals in the laboratory, publication of case reports, and publication of new developments in clinical medicine. Publications must show evidence of **independent** research.

b. **Peer-reviewed** extramural funding for research, including federal, industrial, and other sources.

c. Grant reviewer for state, national and international research organizations.

d. Invitation to present papers at major symposia and meetings, and active participation in workshops and research seminars.

e. Exceptional contribution to the research of others.

f. Election to prestigious, **limited-membership** research societies in the discipline.

g. Evaluation of the nominee's research as outstanding by recognized scientists at this institution and other institutions by assessing the significance, quality and originality of the nominee's research.

h. Innovation in modes of health care delivery.

2. Other Scholarly Contributions

It may be more difficult to evaluate scholarly contributions other than research publication. A significant discovery in the basic biomedical and clinical sciences that alters the foundation upon which medicine is practiced can easily be considered significant scholarly activity. Likewise, recognition as an national or international authority on some significant issue in clinical medicine, such as delineation of a particular disease or therapy, is also considered scholarly activity. Regardless of the area(s) in which an individual has engaged in research, achievement should be **substantial and recognizable by scholars and peers** within and outside of the institution.

Indicators of Quality in Other Scholarly Contributions

a. Publication of monographs.

b. Publication of invited review articles or book chapters.

c. Editorship and/or service on the editorial board of major journals

d. Reviewer of scientific publications.

e. Recognition from peers in the appropriate field such as fellowships, research awards, career development awards, publication awards, or clinical investigator awards.

f. Organizing and/or chairing of major symposia and/or editorship of published conference proceedings.

g. Publication in non-refereed but widely recognized professional journals.

h. Authorship of books.

i. Development or improvement of clinical procedures that facilitate patient care.

j. Development of a medical or surgical management method that enhances diagnostic, therapeutic, or prognostic capabilities.

k. Development of new programs in patient care or patient education.

C. Service

MSM must effectively serve multiple constituencies if it aspires to excellence. The academic profession, the public and the medical school are among these constituencies. A variety of service roles can contribute to attaining our goal of excellence. No attempt should be made to prescribe which specific service roles individual faculty members should play; however, **all faculty members are expected to contribute in the service area.** The amount and nature of the service contribution is likely to differ as a function of individual skills and stage of career development. **Excellence in service alone is not a sufficient basis in and of itself for attainment of promotion.**

1. Professional and Community Service

Service to the medical school, community, and profession is an important factor to consider for promotion. Although outstanding service is not always easy to define, a creative and time-consuming contribution to the medical school's affairs is considered a credit in evaluating one's nomination for advancement. Simple membership on institutional committees with no documentation of quality of service is insufficient evidence of services rendered. Other areas of service include membership in various national review panels and committees within academic societies.

Indicators of Quality in Professional and Community Service

a. Leadership roles in national, regional or state professional organizations.

b. Service on major government commissions, task forces or boards.

c. Leadership roles in national and/or international scientific societies or committees of foundations.

d. Service on medical school or department task forces and committees as chairperson.

e. Attraction of significant external development support and contributions to external development efforts.

f. Evidence of peer group recognition for exceptional service-related accomplishments.

g. Advisor to students or community organizations.

h. Effective leadership in administrative roles within the department, such as chairperson, division head, or director.

i. Significant contributions toward the development, operation, and improvement of the affiliated department in particular and medical school in general.

j. Consultant with commercial firms, subject to established consulting guidelines.

2. Clinical Service

Excellence in clinical service is exemplified by the application of relevant knowledge, clinical skills, and interpersonal attributes to the prevention, diagnosis, investigation, and management of clinical problems. In essence, it is the exemplary application of the art and science of medicine to the health and well being of the patient. Clinical abilities that are evaluated include: evidence of technical competence (knowledge and skills) and competence in the ability to communicate clearly with patients and other health professionals. Evidence of professional skills, medical knowledge, and demonstrated concern for patients are desirable. The quality of patient care delivered by a faculty member should be documented by peers on the faculty, in the community, or at other institutions. Additional considerations include patient satisfaction, interactions with other health care professionals, and analysis of outcome data (when available). Objective evaluation of patient care delivered by medical faculty is difficult at best. In many ways, the quality of patient care resists qualification, largely because the physician-patient relationship is central in patient care.

Indicators of Quality in Clinical Service

a. Board certification and re-certification.

b. Evidence of continued development of professional skills and acquisition of new medical knowledge, through participation in workshops, seminars, or other continuing education activities.

c. Ratings of clinical performance by other health professionals, such as nurses, resident physicians, and postdoctoral fellows.

d. Solicited opinions from prior residents and/or fellows within two years of their departure from the institution.

e. Recognition as an outstanding physician among faculty colleagues, and consulting physicians, as provided by letters, with particular emphasis on clinical skills, humanistic qualities, and communication skills.

f. Ratings of clinical performance by faculty colleagues who are collaborating directly in patient care with the faculty member being evaluated, as well as those who are not collaborating directing in patient care with the clinical faculty member being evaluated.

g. Donating clinical service to community organizations.

h. Opinions of referring physicians in practice.

i. Information documenting patient satisfaction

j. Medical records evaluation

General Criteria for Faculty Appointment and Promotion

As a general rule, qualifications for faculty appointment or promotion relative to the education, training, achievement, and general level of preparation and effectiveness are the same regardless of series. If the highest degree earned is less than a doctoral, then the candidate's credentials must be considered exceptional. In exceptional cases, outstanding professional experience and demonstrated contributions to the teaching discipline may be presented in lieu of formal academic preparation. Consideration by the FAPC of those individuals not meeting the minimum eligibility requirements will be given only upon the recommendation of the department chair. The Dean must endorse the proposal as a legitimate exception.

A. Instructor

Appointment to the rank of Instructor generally requires the following qualifications:

1. Demonstration of appropriate mastery of the field in which the candidate is to teach.

2. Evidence of completion of the terminal or professional degree required for teaching students and/or residents.

3. Participation in advanced training (chief resident, fellow), or completion of training, but not yet be fully qualified in respective profession.

4. Proven or presumptive teaching ability.

5. Evidence of those qualities of character and attributes expected in a teacher and director of students.

6. Demonstration of potential for continued professional growth (although academic achievements may be limited).

The rank of Instructor is <u>not</u> a step between Research Associate and Assistant Professor; rather Instructor is the entry-level faculty position.

B. Assistant Professor

Appointment to this rank, or promotions from the rank of Instructor, requires that:

1. Candidates shall have met the qualifications of Instructor.

2. Possession of the Ph.D., M.D., or other terminal or professional degree required for teaching in certain fields.

3. Physicians should be Board certified or eligible to sit for the Board examination of the American Board of Medical Specialties. Other professionals must provide comparable evidence of continuing professional education and comply with recommended standards for continuing education by their professions.

4. A minimum of two years post-doctoral experience or its equivalent.

5. Demonstrated potential for continued growth and development in their field of specialization and/or clinical service; ability to work independently.

6. Evidence of satisfactory performance of other medical school responsibilities.

C. Associate Professor

Appointment to this rank, or promotion from the rank of Assistant Professor, requires:

1. Candidates shall have met the qualifications for Assistant Professor.

2. A minimum of four years in the rank of Assistant Professor at MSM or at another accredited academic institution of higher learning before being presented to FAPC for consideration of promotion. Under exceptional circumstances, promotion from Assistant Professor to Associate Professor may be recommended earlier than four years in rank. Any promotion from Assistant to Associate Professor at three years in rank shall be considered extraordinary; at two years exceptional. When this is done, the reasons for such a proposal must be clearly stated in a written recommendation from the departmental chair. Reasons for recommendation of early promotion may include, for example, extraordinary contribution in his/her field of specialization or national/international recognition of special creative efforts in the profession.

3. Demonstrated ability to organize and manage teaching and/or scholarly activity.

4. Evidence of continued improvement of professional competence in field of specialization and/or clinical service.

5. Demonstrated professional effectiveness in institutional service.

In addition, clinical nominees should:

6. Be certified by one or more of the Boards of the American Board of Medical Specialties.

7. Have four years experience teaching interns, residents, fellow, and/or medical students.

8. Have a minimum of four years professional practice experience.

9. Have continuing professional education credits consistent with standards for the respective profession.

D. Professor

Appointment to this rank, or promotion from the rank of Associate Professor, requires:

1. Individual shall have met the qualifications of Associate Professor.

2. Individual shall normally have held the rank of Associate Professor for four years or more before being presented to FAPC for consideration of promotion. In special

cases, promotion from Associate Professor to Professor may be recommended earlier than four years in rank.

3. Individual shall have earned a reputation as an expert in their discipline.

4. Individual shall have achieved a national or international reputation in teaching, research or other scholarly endeavor, or service.

In addition, clinical nominees should:

5. Have ten (10) years experience teaching interns, residents, fellows, and/or medical students.

6. Have ten (10) years of professional practice experience.

7. Have continuing professional education credits consistent with standards for the respective profession.

E. Emeritus Appointment

On recommendation of the appropriate chairperson, a faculty member who has rendered outstanding service to MSM may be appointed to Emeritus status in the same rank and category held at the time such recommendation is made. The individual should have held the rank of, at least, Associate Professor, fulltime for five (5) years. To be Emeritus eligible, the faculty member shall be fully retired from Morehouse School of Medicine, or unable to render further service by reason of permanent disability. A request for Emeritus status shall not include a request for promotion in rank. The procedure for Emeritus appointment shall be as follows:

- Chair submit letter of recommendations to dean describing the outstanding or distinguished service along with an updated CV. In the event it is a chair who is retiring, the dean may initiate the nomination.
- The dean will review the materials for completeness and compliance with FAPC guidelines, and shall only forward appropriately completed requests to FAPC for consideration.
- FAPC shall consider the recommendation in a manner consistent with its normal review process. If recommended by FAPC, the request will be forwarded to APC for review.
- APC shall consider the recommendation in a manner consistent with its normal review process.
- If recommended by APC, the request will be forwarded to the President, then the Board of Trustees for final approval.

Emeritus appoints are strictly honorary and without stipend.

F. Staff Members Who Engage in Faculty-related Activities

Faculty appointment should be based on appropriate credentials and activities. Periodically, chairs should conduct an evaluation/assessment of the activities of these individuals. The assessment should include a review of credentials, faculty-related activities, and academic career development plan. If a

determination is made that an individual's activities no longer merit appointment to the faculty, he/she should be given a six-month notice of non-renewal of the faculty appointment. Any re-appointment to the faculty will be subject to the criteria and guidelines as outlined by the Faculty Appointment and Promotion Committee.

A staff member with the appropriate academic credentials may be appointed to the non-faculty academic position of Lecturer, based on a recommendation by the department chairperson and approval by the Dean. An individual with a position as Lecturer may not serve as Course Director. The role of Course Director is reserved for individuals with appointments to the faculty.

In exceptional cases, an individual who is a member of the staff may be appointed to a faculty position, based on credentials, participation in faculty-related activities and responsibilities, and projected career trajectory. Approval of these exceptions will be made by the Dean on an individual case by case basis, following review of a recommendation by the department chair.

Series System

All recommendations for faculty appointment and promotion shall originate through an established department or the office of the dean. All faculty are appointed in one of the medical school's established academic departments, and appointment to either series I, series II, series III, series IV or series V must be specified at the time of initial appointment. Both, the rank and the academic field shall be designated. In cases where the academic field of the individual differs from an established department, the specific academic field may also be shown (e.g., Professor of Psychology in Psychiatry).

A. Series I

Faculty in series I are expected to make significant contributions in all three areas of academic endeavor (teaching, scholarly activity, and service). Distinction and outstanding performance in one area plus competence as defined in the criteria for evaluation in the other two areas are essential. The area of academic endeavor in which the candidate excels or has achieved a national reputation should be specific for series I Associate Professors and Professors.

Academic titles in series I are not qualified by a modifier and are limited to full-time faculty. Those faculty at the rank of Instructor or Assistant Professor are subject to a non-renewal policy, which limits the number of years faculty member may aggregate in these ranks. Re-appointment beyond these limits must be accompanied by a recommendation for promotion; otherwise, the faculty member shall be subject to termination.

Under certain circumstances, exceptions may be allowed to “stop the clock” regarding the requirement for promotion within the specified time frame. The chair must submit to the dean a written request for an extension, providing credible reasons and a definitive action plan and time frame. Each circumstance will be considered by the dean on a case by case basis.

Only an appointment at the rank of Instructor may be recommended by a chairperson to the dean without review by the FAPC. Promotion in series I should not be considered an automatic result of length of service to the medical school.

1. <u>Instructor</u>

Appointment as Instructor is appropriate for the initial appointment of individuals who have demonstrated interest and ability to carry out research or other scholarly activity, and shall have the potential to progress toward the Assistant Professorship. Appointment at this rank gives the medical school and the faculty an opportunity to determine the aptitude for, and long range interest in, an academic career. An Instructor must be promoted by the end of fourth year. Otherwise, a terminal six-month appointment will be offered.

2. <u>Assistant Professor</u>

Assistant Professors shall demonstrate evidence of scholarship and have the potential to progress to the Associate Professorship. The individual shall have demonstrated the capacity to make independent contributions to teaching, service, and scholarship. Assistant Professors must be promoted by the end of the sixth year. Otherwise, a terminal one year appointment will be offered.

3. Associate Professor

Associate Professors should have substantial experience and ability in research and advanced study, and should have made substantial progress in attaining eminence in a scholarly field. They should demonstrate independence in conducting scholarly activity and continued expansion of professional competence in their field of specialization. They should have the ability to organize and direct teaching and scholarly activity, and have demonstrated professional effectiveness in service.

Associate Professors must excel in one area of academic endeavor and demonstrate competence in the other two. The permanent rank of Associate Professor is considered an acceptable and honorable attainment. Moreover, the rank of Associate Professor shall not be considered an inevitable step to Professor.

4. Professor

The rank of Professor is reserved for individuals who have achieved a national or international reputation in one area of academic endeavor and demonstrate competence in the other two. Professors should possess academic stature that is recognized by one's colleagues within the department, medical school, and on a national and an international level. The professional activities should show increasing maturity and scholarship.

B. Series II

Series II appointment allows for the appointment and retention of those faculty members who, because of their special capabilities and responsibilities, may not participate in all three areas of academic endeavor, but show evidence of competence in at least two areas. Faculty in series II are not necessarily expected to make contributions in all three areas of academic endeavor (teaching, scholarly activity, and service), but must contribute significantly in at least two areas. Academic titles in series II are qualified by a modifier and awarded to faculty who are salaried at MSM for 50% time or more. Series II faculty are entitled to full faculty benefits and privileges. Promotion in this series must not be considered an automatic result of length of service to the medical school.

Only an appointment at the rank of Instructor may be recommended by a chairperson to the dean without review by the FAPC.

Basic Scientists

The Research Instructor, Research Assistant Professor, Research Associate Professor, and Research Professor ranks are intended to represent a comparable level of recognition and accomplishment as the series I track within the medical school, with the **qualifications being weighted heavily toward research performance.**

1. Instructor

The rank of Instructor shall be utilized for those individuals who have a limited pre-doctoral publication record and who have yet to demonstrate evidence of other scholarly activity. Another example of an appointment in this rank would be those with no postdoctoral training who participate in research. Non-doctoral personnel holding terminal degrees in their areas would be eligible for appointment to Research Instructor.

2. Assistant Professor

An individual appointed as Assistant Professor is one who has begun to demonstrate scholarship at the postdoctoral level including publications in refereed journals of his/her field. Individuals with exceptional pre-doctoral publication records also will qualify for appointment at this level.

3. Associate Professor

Individuals appointed as Associate Professor should have demonstrated ability to attract independent funding as a principal investigator or as a co-investigator with primary responsibility for writing and executing a grant program. Such individuals will have demonstrated significant contributions to departmental research training programs.

4. Research Professor

Professors should have outstanding accomplishments in biomedical research and should have achieved national and international stature in their discipline.

Clinicians

For clinical faculty, series II recognizes the contributions to the medical school, and particularly to the departments, of faculty members who have heavy commitments in clinical service, patient care and/or teaching. Series II faculty often are involved in major administrative services. Because of the nature of their duties, such members may not be able to carry out significant independent research. Promotion or appointment to the rank of Professor or Associate Professor is based on continued quality in teaching, clinical service, administrative leadership, and scholarly activity.

1. Instructor

In general, this rank is used for individuals having the M.D. degree who are in advanced training (chief residents, fellows), or who have completed training but are not yet certified or otherwise fully qualified in their profession. This rank is also appropriate for non M.D.'s (i.e. Ph.D.'s or R.N.'s) who have appropriate professional training in their respective fields.

2. Assistant Professor

Faculty appointed as Assistant Professor are expected to provide patient care and contribute in a second area of academic endeavor (i.e., teaching or scholarly activity). Research or other evidence of scholarly activities is encouraged, although the measures for assessment of appointment are primarily focused on accomplishment and potential in teaching and clinical medicine.

3. Associate Professor

Associate Professors should have achieved distinction in clinical service and have evidence of scholarly activity.

4. Professor

Professors of should have demonstrated authoritative knowledge and proficiency in their field through leadership in clinical practice. In addition, there should be evidence of continuing involvement in research or other scholarly activities.

C. Series III

Series III appointments are reserved for individuals who contribute in one or more areas of academic endeavor (teaching, scholarly activity, and service). Academic titles in series III are qualified by a modifier and are awarded to faculty who are salaried at MSM for less than 50% time. Qualifications for initial appointment to series III are generally the same as are appropriate for individuals being appointed to series I and II. Series III appointments are reviewed less rigorously than series I and series II appointment. For example, an individual who plays a valuable role in a residency program or works as a director at a state health agency or hospital administrator may be approved for a series III faculty appointment without having the requisite academic experience that is ordinarily required of series I and II faculty. However, if an individual wishes to transfer from series III to series I or series II, a reevaluation of credentials is required. Promotion in this series must not be considered an automatic result of length of service to the medical school.

Only an appointment at the ranks of Instructor and Assistant Professor may be recommended by a chairperson to the dean without review by the FAPC.

1. Adjunct Instructor

This rank is appropriate for the initial academic appointment of individuals who have demonstrated potential to contribute to teaching, service, or scholarly programs.

2. Adjunct Assistant Professor

This rank is appropriate for individuals who have demonstrated an ability to make independent contributions in teaching, scholarly activity, or service. Appointment or advancement to this rank shall require the appropriate terminal or professional degree and subsequent years of relevant professional experience.

3. Adjunct Associate Professor

This rank is appropriate for individuals who have achieved expertise and reputation in teaching, scholarly activity, or service. Appointment or advancement to this rank shall be based on the increasing level of ability in at least one of the areas of academic endeavor.

4. Adjunct Professor

This rank is appropriate for individuals who have achieved authoritative expertise and reputation in teaching, scholarly activity, or service. Advancement to this rank shall be based on the documentation of excellence in at least one of the areas of academic endeavor.

Clinicians

For clinical faculty, series III may be appropriate for individuals whose principal duties are clinical service, patient care, and/or teaching. Appointment or promotion in series III will be judged on the individual's growth in quality of service and/or teaching.

1. Adjunct Clinical Instructor

This rank is similar to Adjunct Instructor except that emphasis is placed on clinical acumen or teaching potential rather than research.

2. Adjunct Clinical Assistant Professor

This rank is similar to Adjunct Assistant Professor except that emphasis is placed on clinical acumen or teaching potential rather than research.

3. Adjunct Clinical Associate Professor

This rank is appropriate for individuals who have demonstrated substantial accomplishments in teaching clinical service, or scholarly activities. Adjunct Clinical Associate Professors shall have documented excellence in at least one of the areas of academic endeavor and have evidence of scholarly activity.

4. Adjunct Clinical Professor

This rank is appropriate for individuals who have achieved authoritative expertise and reputation in teaching, scholarly activities, or service. Adjunct Clinical Professors shall have documented excellence in at least one of the areas of academic endeavor and have evidence of scholarly activity.

D. Series IV

Series IV is an unpaid volunteer appointment available to individuals who have paid appointments to other LCME accredited medical schools or regionally accredited universities-colleges. Except under extraordinary circumstances, rank/title will be the same as (or no higher than) than at the primary institution, modified by "adjunct". The appointment is dependent on continued appointments at these institutions and ends when the primary appointment ends. If continued appointment is desired, the chairperson may make a request to the dean that the faculty member be transferred to a full volunteer appointment. Academic titles are qualified by a modifier as below:

1. Adjunct (Clinical) Instructor (Series IV)

   This rank is appropriate for the initial academic appointment of individuals who have demonstrated potential to contribute to teaching, clinical, service, or scholarly programs.

2. Adjunct (Clinical) Assistant Professor (Series IV)

   This rank is appropriate for individuals who have demonstrated an ability to make independent contributions in teaching, clinical activities, scholarly activity, or service. Appointment or advancement to this rank shall require the appropriate terminal or professional degree and subsequent years of relevant professional experience.

3. Adjunct (Clinical) Associate Professor (Series IV)

   This rank is appropriate for individuals who have achieved expertise and reputation in teaching, clinical activity, scholarly activity, or service. Appointment or advancement to

this rank shall be based on the increasing level of ability in at least one of the areas of academic endeavor.

4. Adjunct (Clinical) Professor (Series IV)

   This rank is appropriate for individuals who have achieved authoritative expertise and reputation in teaching, scholarly activity, or service. Advancement to this rank shall be based on the documentation of excellence in at least one of the areas of academic endeavor.

E. Series V

Series V appointments are reserved for individuals who have no paid faculty appointments at other institutions and who contribute in one or more areas of academic endeavor (teaching, scholarly activity, and service) on a voluntary basis. Academic titles are qualified by a modifier as below:

1. Adjunct (Clinical) Instructor (Series V)

   This rank is appropriate for the initial academic appointment of individuals who have demonstrated potential to contribute to teaching, clinical, service, research, administration, or scholarly programs.

2. Adjunct (Clinical) Assistant Professor (Series V)

   This rank is appropriate for individuals who have demonstrated an ability to make independent contributions in teaching, clinical activities, scholarly activity, research, administration, or service. Appointment or advancement to this rank shall require the appropriate terminal or professional degree and subsequent years of relevant professional experience.

3. Adjunct (Clinical) Associate Professor (Series V)

   This rank is appropriate for individuals who have achieved expertise and reputation in teaching, clinical activity, scholarly activity, research, administration, or service. Appointment or advancement to this rank shall be based on the increasing level of ability in at least one of the areas of academic endeavor.

4. Adjunct (Clinical) Professor (Series V)

   This rank is appropriate for individuals who have achieved authoritative expertise and reputation in teaching, scholarly activity, research, administration, or service. Advancement to this rank shall be based on the documentation of excellence in at least one of the areas of academic endeavor. Appointment or promotion in Series V will be judged on the individual's growth in quality of service and/or teaching.

Qualifications for initial appointment to Series V are generally the same as are appropriate for individuals being appointed to Series I and II. Series V appointments are reviewed less rigorously than Series I and Series II appointments. For example, an individual who plays a valuable role in a residency program or works as a director at a state health agency or hospital administrator may be approved for a Series V faculty appointment without having the requisite academic experience that is ordinarily required of Series I and II faculty. However, if an individual wishes to transfer from Series V to Series I or Series II, a reevaluation of credentials is required. Transfer to Series III requires circumstances that support a part-time paid basis and requires adherence to MSM employment policies. Promotion in this series must not be considered an automatic result of length of service to the medical school. Appointment or promotion in Series V will be judged on the individual's growth in quality of service and/or teaching. Only an appointment at the ranks of Instructor and Assistant Professor may be recommended by a chairperson to the dean without review by the FAPC.

F. Use of Official Title

Faculty rank and modifier must be used in official documents, such as curriculum vitae, appointment and promotion materials, and personnel files. Faculty may refer to rank only (without the modifier) for other professional use, such as grant applications.

General Criteria for Faculty Appointment and Promotion

Rank and Series	Prerequisites	Degree Requirements	Certification Requirements	Continuing Medical/ Professional Education Requirements	Letters of Recommendation	Required Review	Term of Appointment	Total Aggregation	Notice of Non-Renewal
Instructor (Series I)	Demonstrated mastery of field and potential for helping students learn effectively	Terminal degree required for teaching students and residents in advanced training (chief resident, fellows)	Completed training, but not yet Board eligible		At least three (3) letters	Dean Only	One (1) year	Three (3) years	Six (6) months
Instructor (Series II)	Demonstrated mastery of field and potential for helping students learn effectively	Terminal degree in area of specialization; in advanced training (chief resident, fellows)	Completed training, but not yet Board eligible		At least three (3) letters	Dean Only	One (1) year	N/A	Six (6) months
Instructor (Series III) Part-time	Demonstrated mastery of field and potential for helping students learn effectively	Terminal degree in area of specialization; in advanced training (chief resident, fellows)	Completed training, but not yet Board eligible		One (1) letter from sources outside of MSM	Dean Only	One (1) year	N/A	One (1) month
Instructor (Series IV) Voluntary	Demonstrated mastery of field and potential for helping students learn effectively	Terminal degree in area of specialization; in advanced training (chief resident, fellows)	Completed training, but not yet Board eligible	Limited purpose of supervising MSM residents and medical students in the course of performing VAMC duties	One (1) letter from sources outside of MSM (academic chair)	Dean Only	One year or less	N/A	Dean notifies individual after conferring with Chair regarding reappointment
Instructor (Series V) Voluntary	Demonstrated mastery of field and potential for helping students learn effectively	Terminal degree in area of specialization; in advanced training (chief resident, fellows)	Completed training, but not yet Board eligible		One (1) letter from sources outside of MSM	Dean Only	Two (2) years	N/A	Dean notifies individual after conferring with Chair regarding reappointment
Assistant Professor (Series I)	Met qualifications of Assistant Professor. Two (2) years post doctoral experience	M.D., Ph.D. or other terminal degree	Board Eligible	Credits consistent with standards for the respective profession	At least three (3) letters	FAPC and APC	Two (2) years	Six (6) years	Twelve (12) months
Assistant Professor (Series II)	Met qualifications of Assistant Professor. Two (2) years post doctoral experience	M.D., Ph.D., or other terminal degree	Board Eligible	Credits consistent with standards for the respective profession	At least three (3) letters	FAPC and APC	One (1) to two (2) years	N/A	Six (6) months
Assistant Professor (Series III) Part-time	Met qualifications of Assistant Professor. Two (2) years post doctoral experience	M.D., Ph.D., or other terminal degree	Board Eligible	Credits consistent with standards for the respective profession	One (1) letter from sources outside of MSM	Dean Only	One (1) year	N/A	One (1) month

Assistant Professor (Series IV) Voluntary	Met qualifications of Assistant Professor. Two (2) years post doctoral experience	M.D., Ph.D. or other terminal degree	Board Eligible	Limited purpose of supervising MSM residents and medical students in the course of performing VAMC duties	One (1) letter from sources outside of MSM (academic chair)	Dean Only	One year or less	N/A	Dean notifies individual after conferring with Chair regarding reappointment
Assistant Professor (Series V) Voluntary	Met qualifications of Assistant Professor. Two (2) years post doctoral experience	M.D., Ph.D. or other terminal degree	Board Eligible	Credits consistent with standards for the respective profession	One (1) letter from sources outside of MSM	Dean Only	Two (2) years	N/A	Dean notifies individual after conferring with Chair regarding reappointment

General Criteria for Faculty Appointment and Promotion (Continued)

Rank and Series	Prerequisites	Degree Requirements	Certification Requirements	Continuing Medical/ Professional Education Requirements	Letters of Recommendation	Required Review	Term of Appointment	Total Aggregation	Notice of Non-Renewal
Associate Professor (Series I)	Met qualifications of Assistant Professor. Minimum four years at rank of Assistant Professor. Four years teaching and/or professional practice experience	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least three (3) letters, two (2) of which come from sources outside MSM	FAPC and APC	Two (2) to three (3) years	N./A	Twelve (12) months
Associate Professor (Series II)	Met qualifications of Assistant Professor. Minimum four years at rank of Assistant Professor. Four years teaching and/or professional practice experience	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least three (3) letters, two (2) of which come from sources outside MSM	FAPC and APC	One (1) to three (3) years	N/A	Six (6) months
Associate Professor (Series III) Part-time	Met qualifications of Assistant Professor. Minimum four years at rank of Assistant Professor. Four years teaching and/or professional practice experience.	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least three (3) letters, one (1) of which come from sources outside of MSM	FAPC and APC	One (1) year	N/A	One (1) month
Associate Professor (Series IV) Voluntary	Met qualifications of Assistant Professor. Minimum four years at rank of Assistant Professor. Four years teaching and/or professional practice experience.	M.D., Ph.D., or other terminal degree	Board Certified	Limited purpose of supervising MSM residents and medical students in the course of performing VAMC duties	One (1) letter from sources outside MSM (academic chair)	FAPC and APC	One year or less	N/A	Dean notifies individual after conferring with Chair regarding the reappointment
Associate Professor (Series V) Voluntary	Met qualifications of Assistant Professor. Minimum four years at rank of Assistant Professor. Four years teaching and/or professional practice experience.	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least three (3) letters, one (1) of which come from sources outside MSM	FAPC and APC	Two (2) years	N/A	Dean notifies individual after conferring with Chair regarding the reappointment
Professor (Series I)	Met qualifications of Associate Professors. Minimum 10 years teaching and/or professional practice experience	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective position	At least five (5) letters, three of which come from sources outside MSM	FAPC and APC	Three (3) to five (5) years	N/A	Eighteen (18) months
Professor (Series II)	Met qualifications of Associate Professors. Minimum 10 years teaching and/or professional practice experience	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least five (5) letters, three of which come from sources outside MSM	FAPC and APC	One (1) to three (3) years	N/A	Six (6) months
Professor (Series III) Part-time	Met qualifications of Associate Professors. Minimum 10 years teaching and/or professional practice experience	M.D., Ph.D. or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least three (3) letters, one of which come from sources outside MSM	FAPC and APC	One (1) year	N/A	One (1) month

Professor (Series IV) Voluntary	Met qualifications of Associate Professors. Minimum 10 years teaching and/or professional practice experience	M.D., Ph.D., or other terminal degree	Board Certified	Limited purpose of supervising MSM residents and medical students in the course of performing VAMC duties	One (1) letter from sources outside MSM (academic chair)	FAPC and APC	One year or less	N/A	Dean notifies individual after conferring with Chair regarding reappointment
Professor (Series V) Voluntary	Met qualifications of Associate Professors. Minimum 10 years teaching and/or professional practice experience	M.D., Ph.D., or other terminal degree	Board Certified	Credits consistent with standards for the respective profession	At least three (3) letters, one of which comes from sources outside MSM	FAPC and APC	Two (2) years	N/A	Dean notifies individual after conferring with Chair regarding reappointment

Primary, Secondary, and Transfer Appointment

A **primary academic appointment** designates the department receiving the major portion of the faculty member's academic services. All faculty members have a primary appointment in one of the academic departments.

A **secondary academic appointment** designates another department receiving regular academic services from the faculty member. An individual is limited to two (2) secondary faculty appointments in addition to their primary appointment. Rank and series in one department does not necessarily parallel the rank and series in another department. Instead, each appointment and its rank and series in a department must be recommended by the chair to the dean based on the credentials of the applicant in that discipline. Faculty rank and series in a secondary appointment may differ from (but not be higher than) the rank and series of the primary appointment. The letter from the nominating chair must state the role to be played as a result of the secondary appointment. Letters in support of the appointment must address the specific credentials of the applicant in that discipline. The department where the primary appointment is held may be financially compensated for sharing the faculty member's services with another department. A letter of support from the chairperson of the primary department is required as part of the appointment package. This letter shall not be considered one of the required letters of reference.

The primary appointment in a given academic department may be **transferred** to a department in which the faculty member holds a secondary appointment provided that the rank and series of the secondary appointment is not less than the initial primary appointment. The former secondary department will then become the new primary department. The chair of each academic department must countersign the letter requesting this action. Justification of the request must include a statement that the faculty member will be providing the majority of their service to the new primary department. The transfer must be approved by the dean.

Secondary appointments are contingent upon the continuation of primary appointment. Should an individual resign or be removed from a primary appointment, then such resignation or removal shall constitute concurrent resignation or removal from all secondary faculty appointments. Should an individual be promoted in their primary appointment, they may also be promoted in the secondary appointment if requested by the secondary chair at the same time.

In rare instances, there may be a need to transfer a faculty member from his or her primary department to a different department in which he or she holds no secondary appointment. Examples of such occasions include discontinuing or merging departments, or moving a faculty member whose primary activity is in a Center, to a more appropriate academic home. In the latter instance, the transfer request must be recommended to the dean by the chair of primary department. The letter must include the faculty member's CV. If the dean supports the request, he or she will formally notify the chair of the receiving department, who then requests a review of the faculty member's credentials and a recommendation to be provided by the receiving department's appointment committee. In all instances, the receiving department chair must write a letter to the dean, supporting the transfer request. The letter must include the results of the departmental committee review and the faculty member's CV. Such transfers must be at the same rank and series as the previous academic home. If a higher rank is sought, the regular appointment process will apply.

Transfer from One Series to Another

A change in appointment status from one series to another at the same faculty rank must be based on the qualifications of the individual faculty member and requires review by the FAPC in many instances. All such transfers between series are to be considered as a new faculty appointment. Requests for transfers between series are normally initiated by the faculty member and requires the approval of the department chairperson, and shall follow the same procedures as required for an initial appointment. (Transfer from a paid to voluntary status does not require review by the FAPC, administrative review by the dean is sufficient for all transfers from series I, II, or III to the voluntary faculty.)

Requests for transfer from one series to another shall not include a request for a promotional change in rank.

When faculty employment is terminated through the completion of a personnel action form, the faculty appointment is also terminated **unless a specific written request for a voluntary appointment** is made by the department chair.

A. Series I to II

A junior faculty member (instructor or assistant professor) may be considered for transfer from series I to series II after a period of not less than one year or more than four years. [Individuals that currently have held appointment at MSM for more than four years, but less than five years, shall be given a one-time opportunity, with the concurrence of their chairperson, to transfer from series I or series II once this policy is instituted.] For assistant professors, transfers from series I to II will not be considered after the fourth year of aggregation (with the exception of the above-mentioned provision); For instructors, transfer from series I to series II will not be considered after the second year of aggregation. Transfer from series I to II shall not be permitted for promotion or retention of an individual who has failed to be promoted in series I, or who is on a terminal year contract. A faculty member who is transferred from series I to series II ordinarily shall not be eligible for reappointment to series I.

A senior faculty member (associate professor or professor) may be considered for a transfer from series I to series II beyond the four year limit if warranted by a change in academic responsibility or interest and approved by the department chair. Transfer from series I to series II shall not be permitted for promotion of an individual who has failed to be promoted in series I.

All faculty in ranks subject to dismissal after a specified period of time (series I: instructors and assistant professors) must have their progress toward promotion formally reviewed by their chair before the "up-or-out" decision date.

Transfer from series I to II due to a reduction in full-time employment does not require review by FAPC. Administrative Review by the dean is sufficient for this type change. Any request to return to full-time shall not require review by FAPC **if made within one year of the initial change**.

B. Series II to I

A faculty member may be considered for transfer from series II to series I with the concurrence of his/her chairperson at any time after the initial year of the faculty member's appointment at MSM. Evidence of meeting the requirements for series I must be documented. Any instructor or assistant professor transferring from series II to series I may be recommended for continued appointment for an aggregate of up to three or six years, respectively, in the series I position; time accrued in series II shall not be applied against the limit of aggregation at the instructor and assistant professor ranks for promotional consideration in series I.

C. Series I, II, or III to Voluntary Faculty

Transfer of a faculty member from paid to voluntary status does not require review by the FAPC. Administrative review by the dean is sufficient for all transfers from series I, II, or III to the voluntary faculty.

D. Series III, IV, and V (Voluntary and paid) to Series I or II

Series III, IV, and V appointments are reviewed less rigorously than series I or series II appointments. Therefore, any transfer from series III, IV, or V to series I or II requires a re-evaluation of credentials. Individuals must submit credentials consistent with requirements for the desired rank. Since voluntary appointments require less documentation, evidence of meeting the requirements for paid faculty, all series, must be documented.

Procedure for Recommending Candidates for Faculty Appointment or Promotion

Each department shall have a written statement of the specific criteria and procedures for appointment and promotion for each rank that shall be consistent with the general institutional statement of criteria and procedures for appointment and promotion. These guidelines should include a process for providing peer review of credentials and must be developed and approved by the department faculty. A minimum of three (3) departmental faculty members at or above the rank sought should participate in the peer review of the credentials. In cases where there are insufficient departmental faculty at the appropriate rank, additional reviewers at the appropriate rank may be recruited from another department. All departmental procedures must be presented to the FAPC and, thereafter, approved by the Academic Policy Council (APC) prior to adoption.

A. The report from the departmental appointment committee must include, at a minimum, the following information:

- Date receipt of the applicant was acknowledged
- Date credentials were reviewed by committee members (within 2 weeks of receipt)
- Describe the limitations of candidate's qualifications (teaching, residency training, clinical, research, etc.)
- Recommendation of the committee to the chair
- Signature of the committee chair and date report was submitted to department chair

The department chair must forward approved packages to the dean within two (2) weeks of receipt

B. The report from the departmental promotion committee must include, at a minimum, the following information:

- Date committee met
- Name and rank of committee members
- Describe how the applicant's credentials relate to departmental criteria
- Decision of the committee
- Signature of the committee chairperson

The promotion package should also provide summative student evaluation of teaching skill.

C. The department chair must act on all reports received from a department appointment or promotion committee within two weeks of receipt. Regarding Appointments, the chair must take one of the following actions:

- Application is not in order and return to the A/P committee for additional information
- Application is in order, and chair wishes to support
- Application is in order, but chair does not wish to support

The decision of the chair regarding appointments is final.

The departmental statements of specific criteria shall be made available to all faculty members in each department upon employment. Departmental approval is considered support of a promotion recommendation by Department Senior Faculty **but this does not guarantee approval at the FAPC level.** Each faculty member shall be informed by departmental chairpersons of specific expectations regarding performance in terms of teaching, scholarly activity, and service. In addition, the faculty member shall be informed of any other special requirements and/or duties involved. If or when these requirements change during the period of service of a faculty member, the faculty member shall be apprised of the change. Changes to departmental guidelines must be reviewed and approved by the FAPC and APC.

Appointment and promotion shall be initiated within departments and shall be based on individual achievements of scholarship, teaching, clinical and administrative service. The chair of an established department shall submit to the dean the qualifications of persons to be considered for faculty appointment. The application must include the FORMAT FOR ORGANIZING A FACULTY APPLICATION as a cover sheet.

FACULTY APPOINTMENT
Clinical Science – Series I, II & III

A. Format for Organizing Faculty Applications: Clinical Science

Please complete and submit in the order listed below an original (1) to the Office of the Dean.
Please do not bind, staple, or submit multiple copies of the package. Please retain a copy for your files.

1. Copy of fully executed REQUEST TO RECRUIT PERSONNEL (RP) Form: No.____ ☐
2. PERSONNEL ACTION FORM (PA) Form: No._____ ☐
3. Copy of Applicant Referral Form (original to HR) ☐
4. Letter of nomination for initial appointment from the chairperson to the dean – Series I candidates must specify area of Academic Endeavor in which candidate excels (Associate Professors) or has national reputation (Professor) ☐
5. Copy of "Letter of Intent" from the department chairperson to the candidate ☐
6. Copy of completed MSM Clinical Academic Faculty Application (On line) ☐
7. MMA Application for Employment (if applicable)
8. Report of Peer Review of Credentials (Department Appointment Committee Report)
9. A current Curriculum Vitae in academic format ☐
10. Letters of Recommendation and Reference (if the letter written is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate). **Original** documents required and should address candidate's qualifications and indicate specific rank. Letters should not **all** be from the same institution or the candidate's institution. The dean of MSM shall refrain from providing letters of reference for individual faculty members, as the dean is responsible for oversight of the process.

Professor (series I and II)	Five (5) letters, with at least three (3) from sources outside MSM
Professor (series III)	Three (3) letters, with at least one (1) from source outside MSM
Associate Professor (series I and II):	Three (3) letters with at least two (2) from sources outside MSM
Associate Professor (series III)	Three (3) letters, with at least one (1) from source outside MSM
Assistant Professor (series I and II):	At least three (3) letters
Assistant Professor (series III)	One (1) letter from a non-MSM source, an individual who is professionally acquainted with the nominee (not a character reference)
Instructor (series I and II):	At least three (3) letters
Instructor (series III)	One (1) letter from a non-MSM source, an individual who is professionally acquainted with the nominee (not a character reference)

11. MMA Clearance form regarding billing numbers (if applicable) ☐
12. Location (s) where MMA patients will be seen (if applicable) ☐
13. Copy of private practice insurance (part time faculty) that covers responsibility for private patients with limits not less than $1,000,000 per occurrence (Carrier must be approved by the State of Georgia). ☐
14. Copy of letter to University that awarded M.D. degree requesting that a certified statement of completion or requirements and award of M.D. degree be mailed directly to the MSM's Dean's Office ☐
15. Copy of Georgia Medical License ☐
16. Copy of ECFMG Certificate (for international medical graduates) if applicable ☐

FACULTY APPOINTMENT
Basic Science – Series I, II & III

B. Format for Organizing Faculty Applications: Basic Science

Please complete and submit in the order listed below an original (1) to the Office of the Dean. Please do not bind, staple, or submit multiple copies of the appointment package. Please retain a copy for your files.

1. Copy of fully executed REQUEST TO RECRUIT PERSONNEL (RP) Form: No._____ ☐
2. PERSONNEL ACTION FORM (PA) Form: No._____ ☐
3. Copy of completed Applicant Referal Form (original to HR) ☐
4. Clear statement of allocation of time and effort ☐
5. Letter of recommendation for initial appointment from the chairperson to the dean – Series I candidates must specify area of Academic Endeavor in which candidate excels (Associate Professors) or has national reputation (Professor) ☐
6. Copy of "Letter of Intent" from the department chairperson to the candidate ☐
7. Report of Peer Review of Credentials (Department Appointment Committee Report)
8. Completed MSM Basic Science Faculty Application (On line) ☐
9. A current Curriculum Vitae in an academic format ☐
10. Letters of Recommendation and Reference (if the letter written is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate). **Original** documents required and should address candidate's qualifications and indicate specific rank. Letters should not **all** be from the same institution or the candidate's former institution. The dean of MSM shall refrain from providing letters of reference for individual faculty members, as the dean is responsible for oversight of the process. ☐

Professor (Series I and II)	Five (5) letters, with at least three (3) from sources outside MSM
Professor (series III)	Three (3) letters, with at least one (1) from source outside MSM
Associate Professor (Series I and II)	Three (3) letters with at least two (2) from sources outside MSM
Associate Professor (series III)	Three (3) letters, with at least one (1) from source outside MSM
Assistant Professor (Series I and II)	At least three (3) letters
Assistant Professor (series III)	One (1) letter from a non-MSM source, an individual who is professionally acquainted with the nominee (not a character reference)
Instructor (Series I and II)	At least three (3) letters
Instructor (series III)	One (1) letter from a non-MSM source, an individual who is professionally acquainted with the nominee (not a character reference)

11. Three Representative Publications or other evidence of scholarly activity (Associate Professor and Professor only) ☐
12. Copy of letter to the training universities requesting that official transcript be mailed from the University directly to the MSM dean's office. ☐

VOLUNTARY FACULTY APPOINTMENT CHECKLIST
Series IV: Salaried at another accredited institution

C. Format for Organizing Faculty Applications: Series IV

Please complete the following requirements and submit (1) original package to the office of the dean in the order listed. Please maintain a copy for your department files.

1. Letter of nomination for initial appointment from the chairperson to the dean (Letter to include proposed rank, description of duties and responsibilities.) ☐
2. Current Curriculum Vitae in academic format. ☐
3. Report of Peer Review of Credentials (Department Appointment Committee) ☐
4. Letter of Reference from Academic Chairperson ☐
5. MMA Checklist and Location (s) where patients will be seen (if applicable) _____ _____ ☐
6. Professional Liability declarations page that covers responsibility for private patients with limits not less than $1,000,000 per occurrence. (Carrier must be approved by the State of Georgia), if applicable. ☐
7. Copy of State Medical License (if applicable) ☐

VOLUNTARY FACULTY APPOINTMENT CHECKLIST
Series V: Community

D. Format for Organizing Faculty Applications: Community

Please complete the following requirements and submit (1) original package to the office of the dean in the order listed. Please maintain a copy for your department files.

1. Letter of nomination for initial appointment from the chairperson to the dean. Please include duties applicant will be performing as a member of the department. .Must specify area of academic endeavor in which candidate has substantial accomplishment (Associate Professor) or has achieved authoritative expertise (Professor). ☐
2. A current Curriculum Vitae in academic format ☐
3. Report of Peer Review of Credentials (Department Appointment Committee)
4. Letters of Recommendation and Reference (if the letter written is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate). **Original** documents required and should address candidate's qualifications and indicate specific rank sought (faxed copies are not acceptable). The dean of MSM shall refrain from providing letters of reference for individual faculty members, as the dean is responsible for oversight of the process.

Professor	**Three (3) letters with at least one (1) from sources outside MSM**
Associate Professor	**Three (3) letters with at least one (1) from sources outside MSM**
Assistant Professor (series III)	One (1) letter from a non-MSM source, an individual who is professionally acquainted with the nominee (not a character reference)
Instructor (series III)	One (1) letter from a non-MSM source, an individual who is professionally acquainted with the nominee (not a character reference)

5. MMA Clearance form regarding billing numbers (if applicable) ☐
6. Location (s) where MMA patients will be seen (if applicable) ☐

   _____ _____

7. Professional Liability declarations page that covers responsibility for private patients with limits not less than $1,000,000 per occurrence. (Carrier must be approved by the State of Georgia). ☐ ☐
8. Copy of State Medical License (if applicable) ☐ ☐
9. Additional documentation if serving as Course Director

FACULTY PROMOTION CHECKLIST

E. Format for Organizing Faculty Applications: Promotions

Please complete and submit in the order listed below an original (1) to the Office of the Dean. Please do not bind, staple, or submit multiple copies of the package. Please retain a copy for your files.

1. Letter of nomination for promotion from the chairperson to the dean- Series I candidates must specific area of academic endeavor (i.e. teaching, scholarly activity, or service) in which candidate excels (Associate Professors) or has national reputation (Professor) ☐
2. Letter of nomination for promotion from secondary chairperson to the dean – if applicable
3. Report of Peer Review of Credentials (Departmental Promotion Committee) ☐
4. A current Curriculum Vitae in MSM format (See attached form) ☐
5. Letters of Recommendation and Reference (if the letter written is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate). **Original** documents required and should address candidates qualifications and indicate specific rank sought (faxed copies are not acceptable). The dean of MSM shall refrain from providing letters of reference for individual faculty members, as the dean is responsible for oversight of the process. ☐

Professor (series I and II)	Five (5) letters, with at least three (3) from sources outside MSM
Professor (series III)	Three (3) letters, with at least one (1) from sources outside MSM
Associate Professor (series I and II):	Three (3) letters with at least one (1) from sources outside MSM
Associate Professor (series III):	Three (3) letters with at least one (1) from sources outside MSM
Assistant Professor (series I, II, and III):	Minimum three (3) letters
Instructor (series I, II, and III):	Minimum three (3) letters

6. Three Representative Publications or other evidence of scholarly activity (if applicable, Associate Professor and Professor only) ☐
7. Evidence of mandatory 4th year review (series I Assistant Professor) ☐
   Evidence of mandatory 2nd year review (series I Instructor)
8. Summative student evaluation of teaching skill ☐
9. Other evidence of teaching skills may include, but are not limited to the following (mark the box adjacent to the documentation submitted):
   - ☐ Sample of test questions written by candidate
   - ☐ Samples of syllabi developed by the candidate
   - ☐ Teaching awards
   - ☐ Publications relating to educational programs or methods
   - ☐ The chairman's annual evaluation of the faculty member
   - ☐ Service on thesis committee
   - ☐ Students mentored
   - ☐ Noon conference/grand rounds
   - ☐ Peer evaluations
   - ☐ Other (Specify): _____
10. Proof of hours of continuing education (if applicable) ☐

A. Letter from Departmental Chairperson

A letter from the departmental chairperson must be addressed to the dean and be very descriptive of the proposed responsibilities of the nominee (see Appendix A). This letter should include the chair's assessment of the nominee's credentials in terms of appropriateness for the position being proposed. The following information should be addressed:

1. **All faculty are expected to contribute to the development of the instructional programs. Discuss the candidate's instructional role.**

2. All faculty are expected to contribute in the service area. Summarize the candidate's service to the department, the medical school, local community, and national and/or international organizations.

3. Specify the rank and series requested.

4. Summarize the candidate's academic career with special attention to outstanding achievements, honors, or unusual contributions or potential contributions to MSM.

5. Summarize the candidate's main scholarly contributions.

6. Describe the candidate's role in the department's programs.

7. Assess the candidate's ability and contributions to teaching, scholarly activity, and service.

Series I candidates must contribute significantly in all three areas of academic endeavor. The chair's letter should discuss each academic area. If recommended for series I, the area of academic endeavor in which the candidate excels or has achieved a national reputation should be specified for Associate Professors and Professors.

Series II candidates must contribute significantly in two areas of academic endeavor. The chair's letter should discuss the two academic areas.

As part of the recruitment process, a chair may provide a **"Letter of Intent"** to a potential candidate. If such a letter is provided, it must stipulate that it is a letter of intent to offer a position, that the offer is contingent upon verification of credentials, receipt of a Georgia license (where applicable), and review and approval by the FAPC and APC (where applicable). The letter of intent should be included in the application package.

B. Supporting Letters of Recommendation

Letters of reference should be requested by the department chair, not the nominee (see Appendix B). The applicant may provide the names of individuals to be contacted for references. Chairs should seek evaluations of the candidate from independent sources.

Letters of reference should be from individuals acquainted with the applicant's scholarly and professional ability. The letter should refer to the academic rank sought and discuss the applicant's academic qualifications for position. Evaluators who are acquainted with the candidate primarily through his/her or her work are preferred to those who presently are, or

formerly have engaged in collaborative projects with the candidate. Examples of such appropriate individuals to provide supporting letters are former deans, department heads, chiefs of service, medical directors, immediate supervisor, graduate or post graduate advisors, professional peers, or officers of professional societies. The dean of MSM shall refrain from providing letters of reference for individual faculty members, as the dean is responsible for oversight of the process. If the letter written is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate. **Letters shall be written within twelve months preceding the submission to FAPC.** Documents submitted shall be originals with original signatures.

Reference letters should be solicited from a broad spectrum of sources. Not all letters should be from the same institution as the applicant. Similarly, letters should come from more than one institution. Although there is no limit on the number of letters from either MSM or other sources, the minimum requirement for letters of reference are as follows (Letters obtained from academic institutions should include the rank of the letter writer):

1. a. Professor-series I and II

At least five letters, three (3) must come from sources outside MSM. Letters from other academic institutions should be obtained from individuals currently holding the proposed rank or higher.

b. Professor –series III (part-time)

At least three letters, one (1) must come from sources outside MSM. Letters from other academic institutions should be obtained from individuals currently holding the proposed rank or higher.

c. Professor – series IV (voluntary: salaried from another accredited institution)

One letter from the academic chairperson.

d. Professor – series V (voluntary, community)

At least three letters, one (1) must come from sources outside MSM. Letters from other academic institutions should be obtained from individuals currently holding the proposed rank or higher.

2.a. Associate Professor-series I and II

At least three letters, two (2) must come from sources outside MSM. Letters from other academic institutions should be obtained from individuals currently holding the proposed rank or higher.

b. Associate Professor - series III (part-time)

At least three letters, one (1) must come from sources outside MSM. Letters from other academic institutions should be obtained from individuals currently holding the proposed rank or higher.

c. Associate Professor series IV (voluntary: salaried from another accredited institution)

One letter from the academic chairperson.

d. Associate Professor – series V (voluntary, community)

At least three letters, one (1) must come from sources outside MSM. Letters from other academic institutions should be obtained from individuals currently holding the proposed rank or higher.

3.a. Assistant Professor – series I and II

At least three letters

b. Assistant Professor – series III (part time)

At least one (1) letter which must come from sources outside MSM. If the letter writer is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate.

The reference letter should be from a non-MSM individual who is professionally acquainted with the nominee (not a character reference). This letter of reference should describe the letter writer's relationship to the nominee and also give an assessment of the individual's abilities to teach residents and/or students, or provide patient care, or carry out the other responsibilities that are being proposed. This letter should be requested by the department chair, not the nominee (who could supply the name of the referee).

c. Assistant Professor - series IV (voluntary: salaried from another accredited institution)

One letter from the academic chairperson

d. Assistant Professor - series V (voluntary, community)

At least one (1) letter which must come from sources outside MSM. If the letter writer is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate.

The reference letter should be from a non-MSM individual who is professionally acquainted with the nominee (not a character reference). This letter of reference should describe the letter writer's relationship to the nominee and also give an assessment of the individual's abilities to teach residents and/or students, or provide patient care, or carry out the other responsibilities that are being proposed. This letter should be requested by the department chair, not the nominee (who could supply the name of the referee).

4.a. Instructor – series I and II

At least three letters

b. Instructor - series III – (Part-time)

At least one (1) letter which must come from sources outside MSM. If the letter writer is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate.

The reference letter should be from a non-MSM individual who is professionally acquainted with the nominee (not a character reference). This letter of reference should describe the letter writer's relationship to the nominee and also give an assessment of the individual's abilities to teach residents and/or students, or provide patient care, or carry out the other responsibilities that are being proposed. This letter should be requested by the department chair, not the nominee (who could supply the name of the referee).

c. Instructor - series IV – (voluntary: salaried from another accredited institution)

One letter from the academic chairperson.

d. Instructor (series V)

At least one (1) letter which must come from sources outside MSM. If the letter writer is from another academic institution, the writer's rank should be at least as high as the rank sought by the candidate.

The reference letter should be from a non-MSM individual who is professionally acquainted with the nominee (not a character reference). This letter of reference should describe the letter writer's relationship to the nominee and also give an assessment of the individual's abilities to teach residents and/or students, or provide patient care, or carry out the other responsibilities that are being proposed. This letter should be requested by the department chair, not the nominee (who could supply the name of the referee).

Review Process

A. Faculty Appointment

1. Review by the Dean

The dean shall review the recommendation and the materials received from the department chair supporting the recommendation to ensure their completeness and compliance with these guidelines, and shall forward only the appropriately completed applications for the following ranks to the chairperson of the FAPC.

Series I and Series II:

Assistant Professor
Associate Professor
Professor

Series III, IV, and V:

Associate Professor
Professor

Appointment to all other ranks may be recommended by a chair to the dean for approval without review of the FAPC. In all cases, the dean shall acknowledge within seven days receipt of the materials to the respective chair and advise the chair of what action was taken in response to each request.

2. Review by Faculty Appointment and Promotion Committee

The FAPC meets monthly throughout the academic year. At the beginning of the year, the FAPC will send to the academic departments a memorandum in which the meeting dates and deadlines for the receipt of materials are given. The deadline schedule is constructed to allow time between receipt of materials and the date of the meeting to review credentials, process documents and distribute the materials to the FAPC prior to their meeting.

After receiving the faculty appointment materials from the dean, the chairperson of the FAPC shall invite the respective department chairperson to attend the FAPC meeting to present a candidate's credentials. If the department chairperson elects to attend, he or she shall leave the meeting after making the presentation and answering any questions put forth by the FAPC.

The FAPC shall not act on any proposed appointment until all appropriate documentation of a candidate's activities and merit have been provided by the candidate or department chairperson.

FAPC members who have primary appointments in the same department as individuals proposed for appointment must abstain from voting on the proposed appointment, and shall not participate in discussion after the department chairperson has left the meeting. FAPC members who write letters of recommendation for a candidate must abstain from voting on the respective appointments.

The FAPC has an obligation to review all applications submitted by the dean, fairly applying the criteria described herein and in the Faculty Bylaws. If the FAPC deems the information submitted

insufficient to make a recommendation to the APC, the FAPC shall return the application to the office of the dean with a request for additional information. The FAPC's recommendation as to whether the nomination would be approved or disapproved shall be submitted in writing to the dean. When the FAPC's decision is not unanimous, a minority report may also be submitted to the dean. The FAPC's recommendation shall be based upon a majority vote of a quorum of FAPC. FAPC has determined a quorum for appointment to be at least three members, and this must include at least one basic and one clinical member.

a. Favorable Recommendation

If the FAPC recommends the appointment, the FAPC chairperson shall send the recommendation to the dean and ask that it be placed on the agenda of the next APC meeting. The dean shall inform the department chairperson of the fact that the matter has been placed on the APC agenda.

b. Unfavorable Recommendation

If the FAPC declines to recommend the appointment, the FAPC chairperson shall send an explanation for its decision to the dean. The dean shall advise the chair, in writing with a copy to the candidate, of the decision. The correspondence shall include a summary statement of the major reasons for the decision. The action will not be place on the agenda of the APC.

c. Appeals Process for Faculty Appointments

A department chairperson may appeal in writing to the Dean an unfavorable recommendation by the Faculty Appointment and Promotion Committee (FAPC). The basis of such an appeal shall be that the FAPC failed to adhere to or equitably apply the Academic Appointment and Promotion Process and Policies.

If the dean believes that the process and policies were not followed he/she will request reconsideration by the FAPC. The dean will not substitute his/her judgment for that of the FAPC.

3. Review by the Academic Policy Council

The APC shall receive the report of the FAPC and act on all recommendations placed on the agenda. Any FAPC member who is also a member of the APC shall abstain from voting on any candidate for appointment during APC deliberations.

a. Approved Recommendation

If the APC approves the recommended appointment, the dean shall forward the appointment to the president for review and approval.

b. Disapproved Recommendation

If the APC declines to recommend the appointment, the dean shall so advise the respective chairperson, in writing with a copy to the faculty member, giving the reasons for the denial. Appointment decisions of the APC are final.

4. Review by the President

The president shall act on all recommendations for faculty appointment approved by the APC and shall advise the office of the dean of his/her approval or disapproval. The decisions made by the president shall be transmitted by the dean to the individual concerned and to the department chairperson. Approved appointments shall indicate the rank and period of appointment.

a. Approved Recommendation

The dean shall transmit an appointment letter to the faculty member with a copy to the respective chair.

b. Disapproved Recommendation

If the president declines to recommend approval of an appointment, the president shall so advise the dean, in writing with a copy to the respective chair and faculty member. Appointment decisions of the president are final.

5. Review by the Board of Trustees

The Board of trustees shall act on all recommendations for faculty appointment approved by the president. The decisions made by the Board of Trustees shall be transmitted by the office of the dean to the individual concerned and to the department chairperson. Approved appointments shall indicate the rank and period of appointment.

a. Approved Recommendation

If the Board of trustees approves the recommendation for appointment, the dean shall transmit an appointment letter to the candidate, with a copy to the chair.

b. Disapproved Recommendation

If the Board of Trustees does not approve the appointment, the dean shall transmit the decision of the Board of trustees to the respective chair, with a copy to the faculty member. Decisions of the Board of Trustees are final.

Provisional Faculty Appointments

Upon request of the department chair, and prior to consideration by the FAPC and/or APC, the dean may provide a provisional faculty appointment at the Instructor level in order to permit the proposed faculty member to function within the institution and receive appropriate remuneration. This procedure grants a faculty appointment to an individual who has been nominated by his or her chair for a position and is awaiting FAPC and/or APC approval. The appointee shall be given the qualified title of "Provisional Instructor" and shall be eligible for salary and benefits as determined by the chair and dean. The maximum duration of provisional status is twelve months. Requests for these appointments must be accompanied by a current curriculum vitae and must be used only for exceptional cases. A definite start and end date must be established and included in the provisional appointment letter. The

letter must also state that there will be no extension of the term of the provisional appointment beyond the dates outlined in the appointment letter.

B. Faculty Promotion

As part of the package submitted in support of a nomination of a faculty member for promotion, the chair should include evidence of the candidate's skills and accomplishments in the area of teaching. It is particularly important when excellence in teaching is offered as the major accomplishment supporting the nomination.

1. Review by the Dean

The dean shall review the recommendation and the materials supporting the recommendation to ensure their completeness and compliance with these guidelines, and shall forward only the appropriately completed applications to the chairperson of the FAPC. The dean shall acknowledge within seven days receipt of the materials to the respective chair and advise the chair of what action was taken in response to each request.

All recommendations for promotion (including series III, IV and V) must be reviewed by FAPC.

2. Review by Faculty Appointment and Promotion Committee

Each year the FAPC shall conduct an annual review of the number of full time series I and series II faculty positions within the total faculty and the distribution of these ranks within each department. The number of Associate Professors and Professors should not exceed 60-65% of the total. Promotion to Associate Professor or Professor may be approved only if the annual survey of faculty positions indicates availability.

After receiving the faculty promotion materials from the dean, the chairperson of the FAPC shall invite the respective department chairperson to attend the FAPC meeting to present a candidate's credentials. If the department chairperson elects to attend, he or she shall leave the meeting after making the presentation and answering any questions put forth by the FAPC. The FAPC may request personal appearances by the candidate, the chairperson or appropriate faculty; the candidate may also request to appear before the FAPC.

The FAPC shall not act on any proposed promotion until all appropriate documentation of a candidate's activities and merit have been provided by the candidate or department chairperson.

FAPC members who have primary appointments in the same department as individuals proposed for promotion must abstain from voting on the proposed promotion and shall not participate in discussion after the department chairperson has left the meeting. FAPC members who write letters of recommendation for a candidate must abstain from voting on the respective promotion.

The FAPC has an obligation to review all applications submitted by the dean, fairly applying the criteria described herein and in the Faculty by laws. If the FAPC deems the information submitted insufficient to make recommendation to the APC, the FAPC shall return the application to the office of the dean with a request for additional information. The FAPC's recommendation as to whether the nomination would be approved or disapproved shall be submitted in writing to the dean. When the FAPC's decision is not unanimous, a minority report may also be submitted to the dean. The FAPC's

recommendation shall be based upon majority vote of a quorum of FAPC. FAPC has determined a quorum for faculty promotion to be at least four members, and this must include at least one basic and one clinical member.

a. Favorable Recommendation

If the FAPC recommends the promotion, the FAPC chairperson shall send the recommendation to the dean and ask that it be placed on the agenda of the next APC meeting. The dean shall inform the department chairperson of the fact that the matter has been placed on the APC agenda.

b. Unfavorable Recommendation

If the FAPC declines to recommend the promotion, the FAPC chairperson shall send an explanation for its decision to the dean, who shall discuss the matter with the appropriate department chairperson. After discussion, the dean shall advise the chair, in writing with a copy to the candidate, of the decision. The correspondence shall include a summary statement of the major reasons for the decision. The action will not be placed on the agenda of the APC unless, after discussion with the dean, the department chairperson, with the concurrence of the faculty member, desires to bring his/her recommendation of the faculty member's promotion personally to the APC. The dean shall then place the matter on the agenda of the APC with a note that the recommendation of the FAPC was unfavorable.

3. Review by the Academic Policy Council

The APC shall receive the report of the FAPC and act on all recommendations placed on the agenda. Any FAPC member who is also a member of the APC shall abstain from voting during APC deliberations on any candidate for promotion.

a. Approved Recommendation

If the APC approves the recommended promotion,

1. For Assistant Professors, the dean shall forward the appointment to the president;

2. The promotion may be approved only if the annual survey of faculty positions conducted by the FAPC, APC, and Dean indicates the availability of an Associate Professorship or Professorship.

b. Disapproved Recommendation

If the APC declines to recommend the promotion, the dean shall so advise the respective chairperson, in writing with a copy to the faculty member, giving reasons for the denial. Promotion decisions may be appealed to the president.

4. Review by the President

The president shall act on all recommendations for faculty promotion approved by the APC and shall advise the office of the dean of his/her approval or disapproval. The decisions made by the president shall be transmitted by the office of the dean to the individual concerned and to the department chairperson. Approved promotions shall indicate the rank and period of the new appointment.

a. Approved Recommendation

The dean shall transmit a letter from the president to the candidate, with a copy of the respective chair, indicating the promotion will be placed on the agenda of the Board of Trustees.

b. Disapproved Recommendation

If the president declines to recommend approval of a promotion, the president shall so advise the dean, in writing with a copy to the respective chair and faculty member. Decisions by the president regarding faculty promotions are final.

5. Review by the Board of Trustees

The Board of Trustees shall act on all recommendations for faculty promotion approved by the president. The decisions made by the Board of Trustees shall be transmitted by the office of the dean to the individual concerned and to the department chairperson. Approved promotions shall indicate the rank and period of the new appointment.

a. Approved Recommendation

If the Board of Trustees approves the recommendation for promotion, the dean shall transmit an appointment letter to the candidate, with a copy to the chair, indicating the new appointment.

b. Disapproved Recommendation

If the Board of Trustees does not approve the promotion, the dean shall transmit the decision of the Board of Trustees to the respective chair, with a copy to the faculty member.

Procedure for Promotion Without Support or Nomination of The Department Chairperson

Promotion to a higher academic rank is ordinarily initiated by the department chairperson after consultation with senior members of the department. However, promotion may be initiated by the respective faculty member if the department chairperson refuses to process a request for promotion.

In order to appeal a department chairperson's decision on promotion, the faculty member must submit a written appeal to the dean. The faculty member shall prepare a dossier describing academic accomplishments and include materials ordinarily required for consideration of promotion. Such materials should include supporting letters of recommendations as described above and should include the [FORMAT FOR ORGANIZING A FACULTY APPLICATION] as a cover sheet. The Dean shall review the materials for completeness and compliance with these guidelines and forward the materials to the FAPC for consideration along with a note that the requested promotion is not supported by the department chairperson. The dean shall advise the department chairperson of these actions.

The FAPC may request testimony from the candidate, chairperson, and/or other faculty. Extra institutional consultation is also permissible provided the FAPC deems such consultation necessary for fair judgment of the situation. The FAPC shall submit a report of its deliberations to the dean. When the decision of the FAPC is not unanimous, a minority report may also be submitted to the dean.

Faculty Appointment & Promotion Review Process
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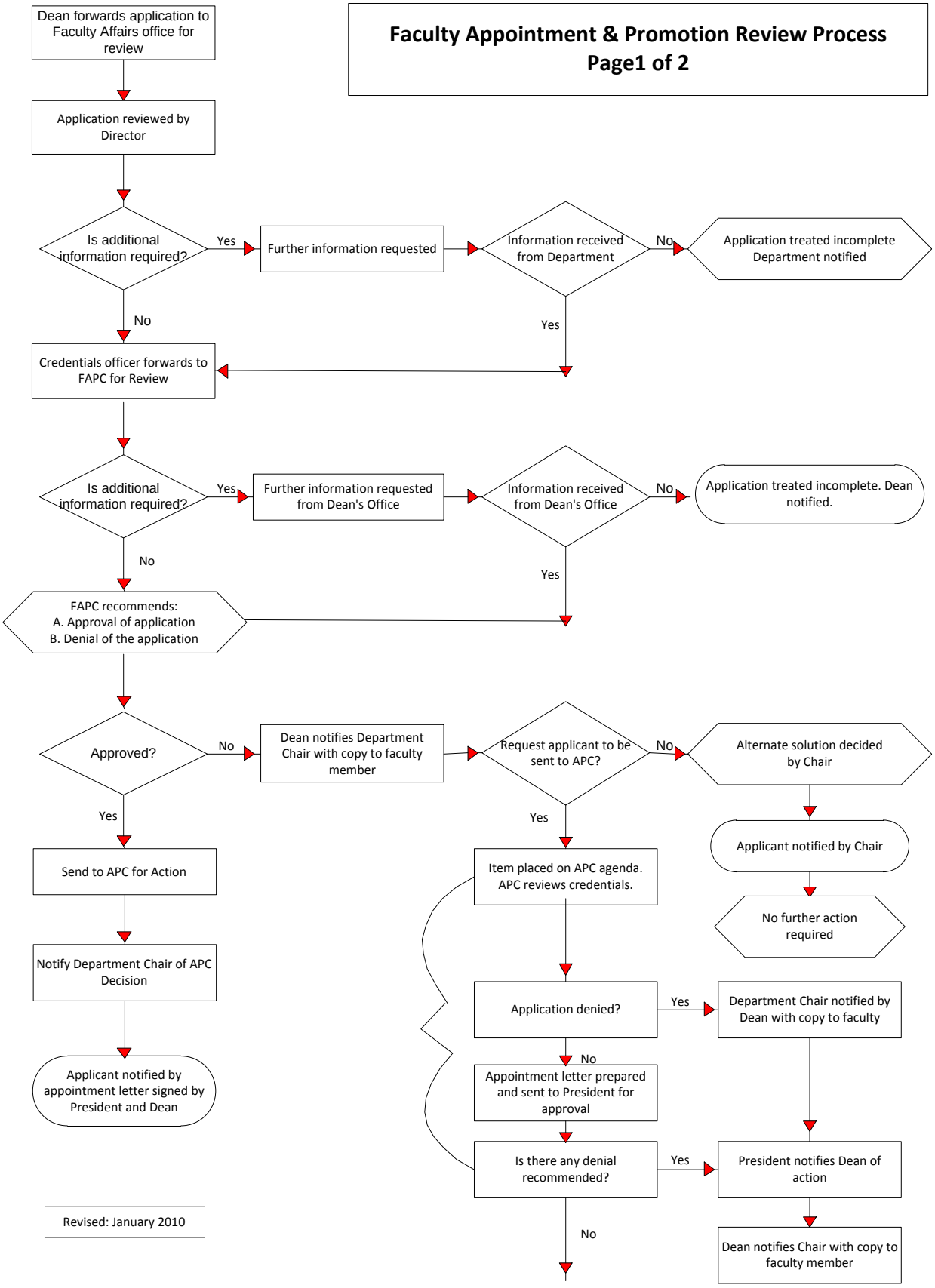

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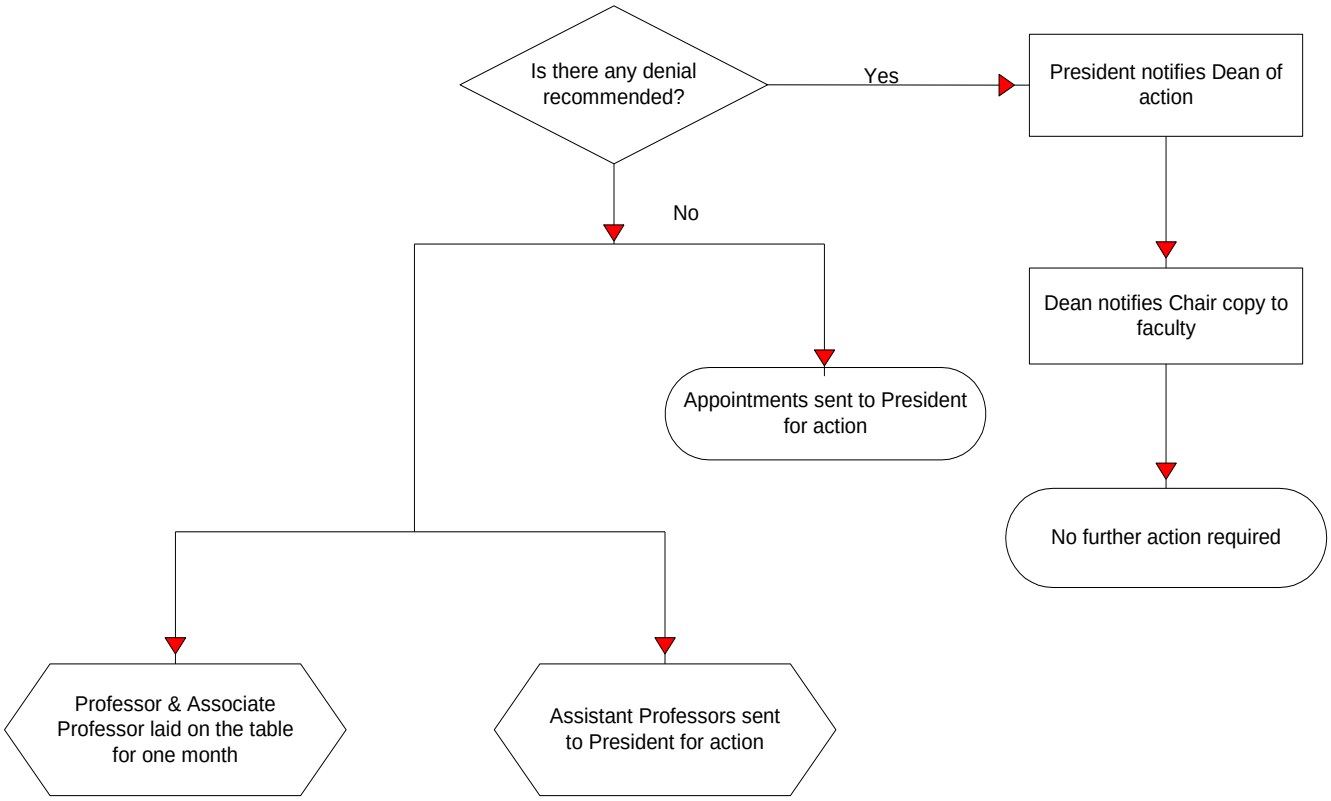

Term, Reappointment, and Notice of Non-renewal

The academic functions performed by the medical school are facilitated by a policy that defines for the faculty what they may reasonably expect regarding continued appointment. Although an academic tenure policy has not been established by the Board of Trustees, it is the Boards' desire that faculty be encouraged to expect continued appointment under the terms set forth in this section.

Faculty members appointed initially to higher academic ranks have had greater experience and have demonstrated greater academic accomplishment than those just entering the fields. The medical school can rely on the past performance of these more experienced academicians and is willing, therefore, to offer a longer term of initial appointment to series I and series II faculty.

Policies relating to continued appointment apply to the academic appointment only. If the faculty member holds a concomitant administrative appointment, the policy set forth in Faculty Bylaws regarding administrative appointments shall apply.

All faculty are required to provide at least three months notice of resignation.

A. Series I

1. Initial Appointment

a. Term

The individual to be appointed to a series I position shall be offered an initial appointment for a term as shown below:

Professor	3 to 5 years
Associate Professor	2 to 3 years
Assistant Professor	2 years
Instructor	1 year

b. Procedures to be used to determine the official date for the Beginning of the Initial Term of Appointment to the Faculty.

A new member may join the faculty at any time during the fiscal year; however, the term shall end on June 30th of the designated time period unless a compelling reason to end on another dated is approved by the dean. There is a need to standardize the date taken as the official date for the beginning of the initial term in order to avoid errors in sending required aggregation notifications and in order to simplify appointment letters.

For aggregation purposes, the official date for the beginning of the initial term shall be taken as July 1 of the respective calendar year for all faculty who join between July 1 through August 31 of that calendar year. For those who join the faculty after August 31 of the calendar year, the official date for the beginning of the initial term shall be taken as July 1 of the next calendar year. For example, a faculty member who joins July 15, 1997 shall have his/her official date taken as July 1, 1997, whereas a member who joins the faculty in January 1998 shall have his/her official date taken as July 1, 1998.

The initial term of appointment shall be for the specified number of years taken from the official date of the beginning of the initial term. Thus, an Associate Professor who is offered a three-year

appointment to the faculty beginning November 1, 1997 will have July 1, 1998 taken as the official date for beginning his/her initial term and a three-year term shall run through June 30, 2001. Renewal of appointment for an additional term is not automatic.

2. Terms and Criteria for Re-appointment

Faculty members shall be eligible for reappointment for a term, which falls within the range for their rank as shown above for initial appointment.

Professors and Associate Professors shall not be limited with respect to the number of terms to which they may be appointed.

a. Criteria for Reappointment in the Rank of Professor or Associate Professor

It shall be the responsibility of a faculty member who holds the rank of professor or associate Ppofessor in the unqualified series, including one who also holds the position of department chairperson, to prepare for review by the department chairperson and/or dean materials describing academic accomplishments during his/her current term. The materials shall be presented one year prior to the expiration of his/her term and shall include:

1. Scholarly contributions:

Research papers and/or abstracts published in refereed journals; Funding history

2. Teaching contributions:

Courses taught for students or residents; Teaching material prepared; Evidence of teaching effectiveness; Student evaluation; Departmental evaluation; Other evidence of contributions to teaching programs.

3. Service Contributions:

Academic committee responsibilities; Other contributions to the School on behalf of:

Faculty
Students
Administration

If the department chairperson approves reappointment, the materials shall be forwarded to the dean with a letter of recommendation indicating the length of term proposed, which term shall be within the range for the rank held.

If the dean approves, he or she shall recommend reappointment to the president who, in turn, shall place the matter before the Board of Trustees.

The department chairperson and the faculty member shall be notified, in writing, by the dean of the action of the Board of Trustees on the reappointment.

b. Criteria for Reappointment in the Rank of Assistant Professor

The department chair shall prepare an evaluation of the performance of each assistant professor at least six months prior to the expiration of the current term. The matter of reappointment shall be discussed with the professors and associate professors in the department, and then a recommendation to the dean indicating the term of reappointment shall be made.

Assistant professors may be reappointed for terms that do not aggregate more than 6 years of service at MSM. If reappointment is recommended beyond that period, it must be accompanied by a recommendation for promotion to the rank of Associate Professor. If during this period the faculty member is not promoted, he or she will be offered a terminal appointment for one additional year.

In the event no position as associate professor is available for an assistant professor who has been approved for promotion to associate professor as prescribed above, such assistant professor may be appointed for a maximum of three additional years. Such person shall be considered annually together with other faculty members whose promotion to associate professor have been approved for such position(s) as may become available at the rank of associate professor.

Under certain circumstances, exceptions may be allowed to "**stop the clock**" regarding the requirement for promotion within the specified time frame. The chair must submit to the dean a written request for an extension, providing credible reasons and a definitive action plan and time frame. Each circumstance will be considered by the dean on a case by case basis.

c. Criteria for Reappointment in the Rank of Instructor

Instructors may be reappointed for terms that do not aggregate more than four years of service at MSM. If reappointment is recommended beyond that period, it must be accompanied by a recommendation for promotion to the rank of assistant professor. Such recommendation for promotion shall be discussed by the chair with the professors and associate professors in the department. If during this period the faculty member is not promoted, he or she will be offered a terminal appointment for an additional six months.

Under certain circumstances, exceptions may be allowed to "**stop the clock**" regarding the requirement for promotion within the specified time frame. The chair must submit to the dean a written request for an extension, providing credible reasons and a definitive action plan and time frame. Each circumstance will be considered by the dean on a case by case basis.

d. Mandatory Performance Review for Series I Instructors & Assistant Professors

1. All faculty in ranks subject to dismissal after a specified time in rank according to MSM Faculty Bylaws (instructor—4 years; assistant professor—6 years) must have their progress toward promotion formally reviewed by their department chair in time to allow the reviewee to address any perceived shortcomings before the "up-or-out" decision date.

2. The document containing the mandatory progress report should clearly indicate all positive and negative aspects of past performance pertinent to eligibility for promotion; and outline, as specifically as possible, any further accomplishments required for timely advancement in rank.

3. A copy of the mandatory progress report should be delivered to the reviewee and the dean's office for review and discussion **a minimum of two years before the "up-or-out" decision date.**

4. The reviewee may submit a response to the progress report to his/her department chair and/or the dean for the purpose of rebuttal or clarification of important issues.

5. After examining the mandatory progress report and any faculty response, the dean may relay additional comments and suggestions to the faculty reviewee and his/her chair.

6. The departmental progress report and appended comments will be used by the FAPC in future deliberations (along with other data) in making future promotion recommendations about the faculty reviewee.

7. This policy should go into effect immediately for any faculty member appointed to the rank of **assistant professor in series I** on or after July 1, 1992. Any series I assistant professor appointed before that time, who remains at that rank, but has not yet received a mandatory progress report from his/her chairperson that meets the criteria outlined in section 2 above, is considered to be in the fourth year of the six-year up-or-out cycle (i.e., subject to review this year).

8. This policy should go into effect immediately for any faculty member appointed to the rank of **instructor in series I** on or after July 1, 1994. Any series I instructor appointed before that time, who remains at that rank, but has not yet received a copy of the mandatory progress report from his/her chairperson that meets the criteria outlined in section 2 above, is considered to be in second year of the six-year up or out cycle (i.e., subject to review this year).

9. **Chairpersons** with any current series I assistant professors appointed in their departments before July 1, 1992; or with current series I instructors appointed on or after July 1, 1994; must complete and distribute the mandatory progress report for each to the reviewee and the FAPC Chairperson **two years prior to the up or out decision.**

3. <u>Notice of Non-renewal</u>

a. During Term of Initial Appointment

Renewal for an additional term is not automatic. The series I faculty should complete the procedures and documentation required for consideration for reappointment as set forth in section A.2 of this policy. If the reappointment process is not complete by the end of the series I faculty's current term, the faculty will continue in his or her current position until the reappointment decision is made. If the faculty is reappointed, the official date for the term renewal will date back to July 1st of the calendar year when the current term expired. If the Series I faculty is not reappointed, the required 18 month notice period will begin on the date of the letter notifying of the faculty member of the decision of non-renewal by the president.

During the non-renewal notice period, a faculty member retains his or her appointment, salary, and benefits. During this period, the duties and allocation of space and resources, if any, are to be determined by the department chair.

During the term of initial appointment if a decision has been made by a department chairperson (or, in the case of a department chairperson, by the dean) not to continue the academic appointment of a faculty member beyond the initial appointment period, the following procedure shall apply:

1. Professor

A professor shall be given at least 18 months notice, in writing; by the department chairperson of intent regarding non-renewal of appointment. Prior to making such a recommendation, the department chairperson shall first discuss the matter with the other professors and associate professors in the department. The chairperson shall consider but not be bound by their advice. Subsequently, the department chairperson shall discuss this matter with the dean and notify the Professor, in writing, of his/her intent to non-renew the appointment with a copy of such correspondence provided to the dean. The dean shall forward such recommendation to the president for final decision.

The professor, having been duly notified of the non-renewal decision, may indicate a desire to correct such deficiencies as have prevented a recommendation for reappointment. If he has succeeded to the satisfaction of the chairperson, he may be reappointed first for a period of one year, then two, and finally three—all reappointments to be subject to satisfactory performance. In any event, the final decision regarding non-reappointment or reappointment shall be made by the president on recommendation of the dean.

2. Associate Professor

The procedure shall be the same as for professor except that the period of notification shall be at least 12 months.

3. Assistant Professor

The procedure shall be the same for professor, except that the notice period shall be at least 12 months, the notice shall be given by the department chairperson. The chairperson may elect to follow the procedure as described above for Professor or he may make the recommendation to the dean without such consultation.

4. Instructor

An instructor shall be notified, in writing, by the department chairperson of the non-renewal of appointment. The period of notifications shall be at least six months.

b. During Terms Subsequent to Initial Appointment

Subsequent to initial appointment, if a decision is made by either the department chairperson or the dean not to reappoint, the appropriate procedures outlined above shall first be followed. Additionally, the following procedures shall also be followed:

1. Professors or Associate Professors

a. The dean shall refer the matter to the FAPC before forwarding a recommendation to the president. The dean shall send to the FAPC chair with sufficient copies for each member, the following:

1. The materials prepared by the faculty member describing academic accomplishments during the current term of appointment;

2. The letter indicating the chairperson's recommendation;

3. If the dean has disapproved a recommendation for reappointment, a letter from him stating his/her reasons for disapproval;

a. The FAPC shall meet and make a recommendation to the dean.

b. The FAPC chairperson shall send a letter to the dean reflecting the results of such discussion.

c. The dean shall include, together with his/her recommendation to the president, the letter reflecting the views of the FAPC.

d. The president shall act on all actions not to reappoint beyond the initial appointment, and the dean shall notify the faculty member and department chair, in writing, of the action of the president in the matter.

e. Renewal for an additional term is not automatic. If the reappointment process is not complete by the end of the professor or associate professor's current term, the professor or associate professor will continue in his or her current position until the reappointment decision is made. If the professor or associate professor is reappointed, the official date for the term renewal will date back to July 1st of the calendar year when the current term expired. If the Professor or Associate Professor is not reappointed, the applicable written notice period will begin on the date the notice of non-renewal is received.

During the non-renewal notice period, a faculty member retains his or her appointment, salary, and benefits. During this period, the duties and allocation of space and resources, if any, are to be determined by the Department Chair.

2. Assistant Professors and Instructors

a. The dean shall refer the matter to the department chairperson requesting that the chairperson discuss the matter with the Professors and Associate Professors in the department.

b. The chairperson shall send a letter to the dean reflecting the results of such discussion.

c. The dean shall include, together with his/her recommendation to the president, the letter reflecting the views of the senior members of the department.

d. The president shall act on all actions not to reappoint beyond the initial appointment, and the dean shall notify the faculty member and department chair, in writing, of the action of the president in the matter.

e. Renewal for an additional term is not automatic. The assistant professor or instructor should complete the procedures and documentation required for consideration for reappointment as set forth in section A.2 of this Policy. If the reappointment process is not complete by the end of the assistant professor or instructor's current term, the assistant professor or instructor will continue in his or her current position until the reappointment decision is made. If the assistant professor or instructor is reappointed, the official date for the term renewal will date

back to July 1st of the calendar year when the current term expired. If the assistant professor or instructor is not reappointed, the applicable written notice period will begin on the date the notice of non-renewal is received.

During the non-renewal notice period, a faculty member retains his or her appointment, salary, and benefits. During this period, the duties and allocation of space and resources, if any, are to be determined by the department chair.

B. Series II

1. Initial Appointment

The individual to be appointed to a series II position shall be offered an appointment for a term as shown below:

Professor	1 to 3 years
Associate Professor	1 to 3 years
Assistant Professor	1 to 2 years
Instructor	1 year

A new faculty member may join the faculty at any time during the fiscal year; however, the term shall end on June 30th of the designated time period unless a compelling reason to end on another date is approved by the dean.

2. Term of Reappointment

The official date for the beginning of the initial term shall be taken as July 1 of the respective calendar year for all faculty who join between July 1 through August 31 of that calendar year. For those who join the faculty on or after the fiscal year, the official date for the beginning of the initial term shall be taken as August 31st of the next calendar year.

Faculty members shall be eligible for reappointment for a term which falls within the range for their rank as shown above for initial appointment. Appointment to series II are for a specified period of time, are subject to annual reviews, and may be renewed an indefinite number of times within the guidelines of MSM.

3. Notice of Non-renewal

All faculty appointed in series II must be provided at least a six (6) month notification of non-renewal. Renewal for an additional term is not automatic. If the reappointment process is not complete by the end of the series II faculty member's current term, the faculty member will continue in his or her current position until the reappointment decision is made. If the faculty member is reappointed, the official date for the term renewal will date back to July 1st of the calendar year when the current term expired. If the faculty member is not reappointed, the required 6 month notice period will begin on the date the notice of non-renewal is received.

During the non-renewal notice period, a faculty member retains his or her appointment, salary, and benefits. During this period, the duties and allocation of space and resources, if any, are to be determined by the department chair.

C. Series III, IV and V

1. Initial Appointment

   Appointment to series IV is for one year or less, and V (voluntary) is for a period of two years or less. Appointment to series III (part-time) is for a period of one year or less.

2. Term of Reappointment

   A recommendation for renewal of appointments is required; otherwise the appointment may be terminated. Appointment renewals shall be at the discretion of the department chairperson and the dean.

3. Notice of Non-renewal

   Part-time series III faculty shall be given one-month notice non-renewal and corresponding termination of salary support.

   Voluntary series IV and V faculty appointments automatically lapse; therefore, no notice is provided. However, voluntary faculty shall be advised by the dean that they were not recommended for reappointment to the faculty by the chair.

Resignations and Reinstatements

Faculty are required to give the department chair person three months minimum resignation notice. Failure to provide required notice may forfeit any right to payment of unused vacation and incentive pay (where applicable). Such resignation will constitute concurrent resignation from all secondary faculty appointments and committees of MSM and membership in MMA (where applicable), and voluntary status is not allotted unless a specific written request is made by the chair. Resignations shall not be subject to any rights of re-consideration or review at the instance of either party without concurrence of the other. Unless expressly agreed upon in writing to the contrary, all rights to rank, salary and benefits shall terminate as of the effective date of the resignation.

In the event that a chair wishes to reinstate a faculty member to his/her former position, the faculty member must be re-processed through FAPC and APC if the request is made six months or more after leaving the institution. If the request is made within six months of leaving the institution, the individual does not need to come back through the FAPC process.

Definition and Criteria for Appointment to Non-Faculty Academic Titles

Additional non-faculty academic titles are available to recognize individuals who provide assistance to the faculty by their contributions to teaching, research, or clinical programs of the medical school. **These titles are not faculty titles**, and consequently, these appointments do not convey membership in the Faculty Assembly.

An individual who has been employed, for example, as a research associate may not be **promoted** to any of the faculty titles referenced herein; this individual, however, would be eligible for an initial **appointment** to the instructor or assistant professor rank of their qualified equivalent. The terms and conditions of employment for these non-faculty academic positions are detailed in the Non-Faculty Academic Personnel Handbook.

A. Visiting Scholar

1. The academic title, Visiting Scholar, will be used for individuals who come on a full time basis to MSM during sabbatical or educational leave from another institution. Such leave should be for a specific period of time which has a definite beginning and end. MSM has no further responsibility beyond the specified period of the appointment. Such appointments are of temporary duration.

2. On the recommendation of the appropriate chairperson to the dean, an individual may be appointed as a Visiting Scholar. Visiting implies that the person's contribution is for a defined duration, usually, one year or less. A person with appropriate qualifications who is not employed by an academic institution may also be recommended for a short-term or defined-period appointment with a "Visiting" title. The details of the obligations and responsibilities of the Visiting Scholar are negotiated with the departmental chairperson and require the approval of the dean. Review by the FAPC is not required.

   A Visiting Scholar participates in teaching, research and/or patient care as do other faculty members in the same department. A Visiting Scholar who participates in patient care must have a license to practice medicine in the state of Georgia.

B. Research Associate, Teaching Associate, Clinical Associate, Teaching Assistant and Clinical Assistant

Appointment to Associate and Assistant positions is appropriate for:

1. Individuals who do not possess a doctoral degree, but make significant contributions to departmental teaching, research, or service programs;

2. Individuals who do not possess a doctoral degree, but whose main effort is in research on particular grants, with only limited responsibility to departmental programs;

3. Individuals who have not yet competed their post-doctoral academic training, but do make contributions to departmental programs.

The available positions are:

Associate: Modified by
1. Research
2. Training
3. Clinical

Assistant: Modified by
1. Teaching
2. Clinical

C. Research Scholar

The title of Research Scholar is reserved for foreign researchers who have been invited to participate in MSM's Exchange Visitor Program. The exchange visitors are not considered employees but rather are part of a program designed to foster educational and cultural exchange between the United States and people around the world (see Exchange Visitor Handbook or contact the Office for Research Development for appointment process and more information).

D. Post Doctoral Fellow

The definition below serves to differentiate between the Research Associate and Post Doctoral Fellow.

The Post Doctoral Fellow appointment is part of the educational program and is appropriate for individuals recently awarded a Ph.D. or equivalent doctoral in appropriate fields. The postdoctoral fellow will work under the supervision of a senior scholar. The appointment effort is full-time research or scholarship and is considered a continuation of professional training. The appointee has the freedom and is expected to publish, within the guidelines of the institution, the results of his/her research or scholarship during the period of the appointment. This appointment is considered temporary and is viewed as preparatory for a full-time academic and/or research career. Therefore, after completion of a two-year appointment, the postdoctoral fellow is eligible for consideration of employment in a research associate or junior faculty position vacancy. A postdoctoral fellow should not be reappointed to this classification after four years of service. For more information regarding the postdoctoral program, you may contact the Graduate Education in the Biomedical Sciences (GEBS) office at (404) 752-1580.

E. Senior Scientist

The title of Senior Scientist is intended for individuals who independently undertakes or collaborates in the planning, development, and implementation of a laboratory, clinical, and/or field research study of an advanced nature requiring mastery of a line of research that is unique and/or in particularly high demand within an area of health sciences. A senior scientist provides leadership in the design and execution of leading research methods, protocols, and procedures that constitute a principal component of an integrated research program. The appointee also provides technical consultation to research faculty and others in the interpretation and summation of data, and in the development of reports, presentations, and manuscripts associated with research findings.

F. Lecturer

The academic title, Lecturer, will be used for academically qualified individuals whose responsibilities are limited in scope. Such individuals may provide a series of lectures or render occasional or regular lecture service, but otherwise are not affiliated with the ~~medical school~~ educational program. This is a one-year renewable appointment.

Criteria for Appointment

Associate: To be appointed to the rank of Associate (with appropriate modifier) individuals shall have demonstrated their ability to perform and carry out, independently, all aspects and requirements of the position to which they are assigned.

Assistant: To be appointed to the rank of Assistant (with appropriate modifier) individuals shall have demonstrated an appropriate background of training and experience in most aspects of the field in which they will work and potential for continued growth and development to master and perform independently in all aspects and requirements of the position to which they are assigned.

Procedure for Appointment

1. The chairperson of an established department shall submit to the dean the qualifications of persons to be considered for appointment including the recommended rank. Documented appropriate special skills, training, or experience as demonstrated by an updated resume plus degrees, diplomas, certificates, or documents providing evidence of past experience is required. One letter of recommendation is also highly desirable.

2. The dean shall review the recommendation and the material supporting the recommendation. If the dean approves the recommendation, he will notify the candidate, in writing, with a copy to the chairperson. If the dean does not approve the proposal, he will return it to the department chairperson with a statement of the basis for disapproval.

Format for Organizing Non-Faculty Academic Personnel Applications

PLEASE COMPLETE THE FOLLOWING REQUIREMENTS AND SUBMIT PACKAGE TO THE OFFICE OF THE DEAN IN THE ORDER LISTED

1. Copy of fully executed REQUEST TO RECRUIT PERSONNEL (RP) Form: No._____ ☐
2. PERSONNEL ACTION FORM (PA) Form: No._____ ☐
3. Letter of Nomination for initial appointment form chairperson to the Dean ☐
4. Copy of "Letter of Intent" from the department chairperson to the candidate (if applicable) ☐
5. MSM Application for Employment (on line) ☐
6. A current Curriculum Vitae in an academic format (Use recommended MSM format) ☐
7. Letter of Recommendation and Reference from the person or persons who supervised the postdoctoral work (if applicable). **Original documentation is required and should address candidate's qualification** ☐
8. Copies of highest Graduate Training Certificates ☐
9. Copy of Licensure and Certification (if applicable) ☐
10. Copy of ECFMG Certificate (if applicable) ☐
11. Copy of Citizenship status (if applicable) ☐

Standard Curriculum Vitae Format

Personal Information

Full Name:
Professional mailing address, phone number, fax numbers, and E-mail address:
Home address and phone number
US Citizenship? Yes ☐ No ☐

Licensure

Where currently licensed to practice:
Initial date of license:
License number/renewal number:
Expiration date:

Certification

Specialty Boards:
Date of certification/recertification:

Sub specialty board (include status, such as eligibility):
Date of application:
Date of termination of eligibility

Education (Post secondary only, last degree listed first)

Name of Institution:
Address of Institution:
Dates of attendance:
Degree or certification earned:

Postgraduate Training (List chronologically, starting with the most recent position)

Name of institution:
Address of institution:
Number of years attended:
Type of training:

Employment History (List chronologically, starting with current position. Indicate address and term of service)

A. Faculty appointments
B. Hospital appointments
C. Other employment:

Honors and Awards (List chronologically, starting with the earliest awards received)

Name of award and/or awarding institution:
Nature of award (if not apparent):

Professional Societies (List membership on professional and honor societies)

Professional Service (Include service in editorial boards and study sections as well as any community or public service)

A. Extramural (Local, Regional, National, International):
B. Institutional Service: Committees on which you have served or chaired; years of membership

Teaching Activities: (List evidence of teaching skills and experience)

A. Courses/Clerkships/Programs (taught, coordinated, developed)
B. Advising/Mentoring/Tutoring (participated, coordinated/developed). Include name of adviser, current position of advisee, years of involvement.
C. Educational Materials: list texts, atlases, manuals, evaluation tools

Clinical Activities

A. Rounds, Clinics
B. Development/implementation of clinical programs
C. Health care education in the lay community

Scholarship and Research

A. Research Grants (List past and current research/grant awards)

Granting agency or source of support
Identifying number
Title of project or grant
Dates of entire award period
Amount of award
Role in the project

B. Publications (List in chronological order, starting with the earliest publications. References should be in the order in which they appeared on the paper, the title, volume, first and last page numbers and year).

Original papers, reviews, or editorials which have appeared in refereed journals. ***Do not include manuscripts in preparation or papers submitted for publication.*** List only works which have been accepted for publication. If the papers has not yet appeared in print, the designation "in press" should follow the name of the journal.

Important: Clearly indicate those publications since the initial appointment at Morehouse School of Medicine.

Publications in the following categories should be listed separately:

Journal Articles

(1) Name of author(s), (2) "Title of article," (3) Title of journal, (4) Volume number (5) Inclusive pages, (6) Complete date of issue. **For example:**

Aday, LuAnn. "The Impact of Health Policy on Access to Medical Care." Milbank Memorial Fund Quarterly. 54:315-223, 1976

Books Chapters

(1) Name of author(s) of chapter(s). (2) "Title of chapter." (3) Title of book in which chapter appears. (4) Edited by name(s). (5) Place of publication: (6) Publisher, (7) Year of publication. **For example:**

Ginzberg, Eli. "Summing Up." The Regionalization of Personal Health Services. Edited by Ernest W. Saward. New York: Milbank Memorial Fund, 1975.

Books and reports

(1) Name of author(s) or editor(s). (2) Title of book. (3) Place of publication: (4) Publisher, (5) Year of publication. **For example:**

Egdhal, Richard, and Paul Gertman (eds). Quality Assurance in Health Care. Germantown, Maryland: Aspen Systems Corporation, 1976

Audio-visual materials abstracts

Include the following information, as applicable:

(1) Title (2) Type of item being described: e.g., pamphlet, film, brochure, etc. (3) Place of publication: (4) Publisher, (5) Date of publication. **For example:**

Hospital-Sponsored Group Practice: Ingredients for Success (150 minute audio cassette). Chicago: American Hospital Association, 1983.

C. Presentations

Appendix A
Prototype "Letter from Chair to Dean"

Dear Dean:

It is with great pleasure that I write this letter recommending Dr._____ to the rank of Associate Professor. Series ___, in the Department of _____. Dr._____'s focused area of academic endeavor will be the instructional program.

Dr._____ has been with _____ for _____ years, and has established herself as a highly energetic and talented faculty member. She is a strongly motivated, hard working individual who has gradually gained a national and international recognition for her teaching skills and innovative educational programs in _____ and physical diagnosis. In addition to being a busy and versatile clinician, she has become a talented clinical educator. Her skills have been honored twice by students and house-staff. She has also been recognized by _____, through the _____, awarding of two educational research grants, which have led to a series of national presentations and publications.

In the last two years, Dr._____'s skills and innovation in designing educational programs have been recognized by the American Board of Internal Medicine, the Family Health Foundation of Pennsylvania, and the American Academy of Family Physicians, with grants for developing programs and conducting studies in the area of physical diagnosis. One of these works, published last year by the Annals of Internal Medicine, attracted considerable interest and subsequently led to a series of other research projects conducted in collaboration with Dr._____ of the University of Chicago. Dr._____ has been invited to present her research both nationally and internationally, including prestigious programs such as Cornell, John Hopkins, and the University of Pennsylvania. She has also lectured in Canada and England.

Dr._____'s teaching skills and creatively have also led to the development of a computer-assisted instruction (CAI) program for teaching_____. This CAI is currently used at South Carolina, the University of Tennessee, and all the medical schools of Philadelphia. Dr._____ was invited to present and demonstrate this program to the meetings of the Association of American Medical Colleges, the American College of _____, and the American College of Physicians.

Dr._____'s clinical activities will be to see patients at MMA three half-days per week and work in the _____ clinic two days per week. Her overall effort will be split, 50% teaching, 15% research, and 35% clinical. She will participate in direct patient care and supervision of house staff and students. She is expected to be on service at Grady Hospital (describe), conduct clinic (describe), and be in the consult service (describe).

In addition to her busy clinical schedule and her research in medical education, Dr._____ has also managed to maintain an interest in the laboratory. Her research in the area of _____ has produced over the years a series of abstracts and publications, which are a testimony of her scientific curiosity and desire to maintain multiple areas of interest. Her latest work, co-authored with me, was just published this month by the Journal_____.

In summary, it is with great pleasure that I recommend Dr. _____ to the rank of Associate Professor, Series I.

Sincerely,

Chair
Department of _____

Appendix B
Sample "Reference Solicitation Letter"

Date:

Name
Address
City, State

Re: John Doe, M.D.

Dear Dr. _____:

Dr. _____ has applied for a faculty appointment at the **rank of** _____ in the Department of _____ at Morehouse School of Medicine. As part of that application, your name was provided as a professional reference.

I am requesting a letter of reference for Dr. _____. In formulating your letter, please indicated the following information:

1. Faculty rank for which the applicant is applying: (_____)
2. Indicate how long you have known the applicant;
3. Describe your relationship to the applicant;
4. List notable strengths and/or weaknesses of the applicant;
5. Based on your judgment, please list the applicant's qualifications for this position; (see attached criteria and specific job description)
6. Comment on the applicant's character;
7. Provide your level of recommendation for the applicant
   Recommend highly, without reservations
   Recommend as qualified
   Recommend, with reservations (please state, as appropriate any reservations).

The information you provide is critical to our evaluation of Dr. _____'s application and your prompt attention to this request is appreciated. Please include your **academic rank and faculty title**, (if applicable) and send your letter to my attention at the following address:

Morehouse School of Medicine
Department of _____, Chairperson
720 Westview Drive
Atlanta, Georgia 30310.

Thank you for assisting us with the evaluation of Dr. _____'s candidacy for a faculty position in our department.

Sincerely,

Chairperson's Name and Title
Department of _____