



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES



August 19, 2021

F. Edward Hébert School of Medicine Policies for the Academic Administration of the Faculty

Instruction 1100A

(DEN)

SECTION 1: Scholarship: Definitions, Assessment, and Evaluation for Faculty Membership

ABSTRACT

This section establishes and defines scholarship for determining qualifications for faculty membership in the Uniformed Services University of the Health Sciences (USU), F. Edward Hébert School of Medicine (SOM). In addition, it details the criteria used for the assessment and evaluation of scholarly achievements, and the application of these criteria for the determination of academic rank.

A. **Reissuance and Purpose.** This Instruction reissues USU Instruction 1100A (*Reference (a)*), and provides policies and procedures for the appointment, promotion, and tenure of USU faculty and academic staff. It describes terms of appointment, provisions for annual review, granting of tenure, suspension, and termination of appointments and tenure, conduct of employees and due process for employee actions.

B. **References.** See *Enclosure 1*.

C. **Applicability.** This Instruction applies to the SOM only.

D. **Policy.** Under the authority and direction of USU Instruction 1100 (*Reference (b)*), and with the concurrence of the President, USU, it is SOM policy that there shall be qualifications for membership in the faculty. Faculty will demonstrate evidence of the four types of scholarship, including application (professional and clinical service) as adapted and modified from concepts developed by Ernest L. Boyer, *Scholarship Reconsidered: Priorities of the Professorate* (San Francisco: Jossey-Bass, 1990), *Discovery, Integration, Teaching, and Application*. In addition, faculty of the SOM, are required to demonstrate active institutional citizenship.

E. **Definitions.**

1. The Scholarship of Discovery is original, disciplined research that advances, expands, or challenges established knowledge. It encompasses the pursuit of phenomena and observations that result in the generation of new knowledge. The knowledge provided by the scholarship of

discovery is assimilated and interpreted through the scholarship of integration, and is shared through the scholarships of teaching and application.

2. The Scholarship of Integration encourages innovative thinking that translates, combines and connects various disciplines through the process of creative synthesis or analysis that seeks to interpret, draw together, and bring new insight to bear on original research. It provides meaning to isolated facts and illuminates data by putting them in perspective and fitting them into larger intellectual patterns. It requires innovative thinking that integrates knowledge from various fields, bringing different perspectives to bear on central themes.

3. The Scholarship of Teaching provides the research-derived and data-driven components that form the basis for the advancement of the professional educational process. It challenges, extends, and transforms the knowledge of discovery into something students comprehend.

As a scholarly enterprise, the creativity of teaching includes the development of innovative pedagogical practices and course materials, and aims to encourage independent and lifelong learning and critical thinking. Scholarly teaching utilizes the products of the scholarship of teaching and requires enthusiastic, intellectually engaged faculty who are well-informed about the latest advances in their disciplines.

4. The Scholarship of Application refers to the responsible implementation of knowledge gained from the other three scholarships. It involves scholarly engagement with society, building bridges between theory and practice by applying knowledge to address practical problems, and encompasses both professional and clinical service. The activity of scholarly application is dynamically related to the other scholarships. It is directly tied to one's special field of knowledge and can itself give rise to new intellectual understandings.

4.1 Professional Service activities (including clinical activities) are based on professional expertise and usually denote peer recognition. In many cases these will be considered evidence of the scholarship of application. Faculty service to the uniformed services, or other federal departments and agencies, and involvement in professional, educational, scientific or community organizations at the local, state, national or international levels will be considered as evidence of professional service. Professional service activities that influence direct patient care will be considered "clinical activity". The sponsoring Department shall provide a clear description of the service and its effect on patient care. Areas of professional service include, but are not limited to, programs and activities involving epidemiology, preventive medicine, public health, disaster medicine, combat casualty care, contingency medicine, and operational medicine.

4.2 Clinical Service is considered an essential component for appointment and promotion of health care professionals who deliver patient care and teach in the clinical environment. It requires scholarly components through innovative and thoughtful application of knowledge and experience to the delivery of diligent and excellent health care. It also requires the personal characteristics of honesty, compassion, dedication to patient welfare, sensitivity to the human aspects of medical care, and the transmission by example of these qualities to peers and students. The SOM recognizes that the teaching of clinical knowledge, skills, and professional attitudes requires that the teacher has ongoing involvement in patient care. This serves to ensure that the teaching is relevant to actual practice and requires clinical teachers to keep abreast of

advances in clinical care and be able to communicate these developments to their students. Clinical responsibilities as they relate to the aforementioned teaching responsibilities of the faculty member will be evaluated and given appropriate and careful consideration in the overall review for academic promotion.

5. Institutional Citizenship describes active involvement supporting USU, SOM, the faculty member's Department, or an affiliated institutional operation outside of the faculty member's primary realm of responsibility. Institutional citizenship includes, but is not limited to, SOM or hospital committee work, participation in the Faculty Senate, and assisting with accreditation activities.

F. Assessment and Evaluation of Scholarly Activity.

For the purpose of this Instruction, the peers of the faculty candidate will be the community of scholars and professionals in the discipline, field of study, or activity of which the candidate is a member.

The following listing is intended to present examples of various forms of accomplishment in the scholarship of discovery, integration, teaching, and application (professional and clinical service); examples of institutional citizenship also are provided. This list is not complete, but is intended to assist faculty, department chairs, and the CAPT in matching candidates' accomplishments to the promotion criteria. Moreover, areas frequently overlap in practice, although they are presented here as separate and distinct entities.

Criteria listed are not arranged in a particular hierarchy. It is the responsibility of the faculty member to provide the Department Chair, and in turn the Chair to provide the CAPT, with an explanation as to the significance of the various activities and accomplishments.

1. Scholarships of Discovery and Integration

- Evidence of originality as an investigator, by demonstrating the ability to initiate, design, write and submit research protocols.
- Fosters the research of other groups and individuals in the department and related disciplines;
- Experience in the development of research policy;
- Collaborator in design, conduct, and publication of the research or as part of a multi-center trial;
- Coordinates the research at a national level in a multi-center study;
- Evidence of peer review and acceptance of new or integrated knowledge through the dissemination of research findings;

- An ongoing record of authorship of papers in peer-reviewed journals that demonstrates the ability to generate and test hypotheses. Resources are available from the LRC to assess journal quality and rigor, and can be found at:
https://usuhs.libguides.com/ld.php?content_id=32646015;
- Authorship of articles that integrate knowledge in a field or that assess the overall value of discoveries in relationship to the areas of basic or applied research and/or current practice including systematic reviews, meta-analyses, evidence-based medicine guidelines, field manuals, technical bulletins, pamphlets and instructions, or other military or public health-related policy and/or procedure materials that undergo peer review before release or implementation;
- Authorship of books and/or book chapters;
- An established reputation beyond the parent institution, as evidenced by external letters of reference, invitations to present at national or international meetings, visiting professorships, service on study sections, organizing national meetings, or serving as a national consultant, or on editorial boards of journals;
- High ratings of their research or creative work, as attested (where appropriate) by citation indices or by references in published literature that cite the applicant's work as definitive;
- Achievement through the dissemination and adoption of applied research activities in clinical care, public health, preventive medicine, and military medicine, including, but not limited to:
 - Evaluation of the efficacy of various treatment modalities;
 - Evaluation of clinical and system outcomes;
 - Evaluation of health care quality;
 - Assessment and enhancement of patient safety;
 - Evaluation of health care costs;
 - Development, implementation, and evaluation of innovative community education programs;
 - Development and dissemination of peer-accepted clinical or practice guidelines;
 - Development of patents for discoveries;
 - Funding: The source(s), funding duration, and level of competition for successfully acquired funding should be documented.

179 a. Principal investigator or co-investigator on grants or Cooperative Research and
180 Development Agreements (CRADA).

181
182 b. A Principal and sustained role in the management of a research program with external
183 funding.

184
185 c. A consistent level of peer-reviewed and/or other funding for research over a sustained
186 period of time.

187
188 d. Consistent funding for peer-reviewed health services research.

189
190 2. Scholarship of Teaching

191
192 The Scholarship of Teaching and Scholarly Teaching are integral parts of SOM faculty
193 responsibility, as all SOM faculty are expected to contribute to the teaching mission of the
194 institution. The Scholarship of Teaching extends scholarly teaching by diligently applying
195 accepted processes, analysis, and methods based on educational research and by disseminating
196 the scholarly work for public review and use through the literature and presentations. Scholarly
197 Teaching refers to the use by the individual teacher of disciplinary methods to study teaching
198 processes and assess student learning outcomes. It also involves the further identification,
199 through direct student contact, the pedagogical literature, and institutional and other resources, of
200 the specific challenges involved in facilitating and enhancing student learning. Finally, it
201 includes the development and subsequent application, in a controlled manner, of both
202 educational interventions and techniques acquired from the use of educational resources in a
203 specific teaching environment with an ongoing assessment of the defined outcome(s).

204
205 Information on teaching available for review is related to educational activity and effort
206 and includes, but is not limited to:

207
208 • Peer and student evaluations assessing knowledge of the subject, being up-to-date,
209 preparedness, clarity of presentation, ability to answer questions, availability, and attitude toward
210 students. Additional evidence would be the ability to attract students to elective courses and
211 recruit residents and fellows to participate in graduate education programs;

212
213 • Courses taught with documentation of time commitment;

214
215 • Teaching responsibilities with documentation of specific role (lecturer, course director,
216 seminar leader);

217
218 • The breadth and variety of teaching assignments, including time devoted to one-on-one
219 or small group teaching and involvement in multidisciplinary teaching;

220
221 • Individuals mentored or precepted;

222
223 • Supervision of research projects;

- Service as an advisor for students, residents or fellows;
- Participation in thesis committees;
- Editorial assistance with student or trainee papers;
- Development/revision of courses or curricular materials;
- Author or editorship of articles, chapters, books, web-based instruction, or other educational materials;
- Development of electronic teaching materials or simulations;
- Time spent in other Department-sponsored educational activities such as conferences, seminars or grand rounds;
- Documented contributions to Departmental, College, or University committees related to education;
- Awards received for teaching;
- Public service activities oriented to education;
- Courses or self-instructional activities taken to improve teaching skills.

Teaching achievements are presented by “Level” to facilitate the understanding of responsibilities and requirements as they apply to each academic rank.

Level One: The individual classroom and/or departmental teaching contributions.

Level Two: Institutional teaching contributions, including curriculum development, inter-departmental teaching responsibilities, and active scholarly teaching responsibilities for students, GME, and staff at affiliated clinical and affiliated teaching and research sites.

Level Three: Disseminated and well-recognized contributions beyond the parent institution at the national and/or international level.

2.1 REQUIREMENTS OF LEVEL ONE

- The ability to provide the effective transfer of knowledge and/or skills to medical, graduate and postdoctoral students, postgraduate physician trainees, faculty, other members of the scientific and medical community, and the general public;
- The ability to show students how to think critically and purposefully, broaden the students’ areas of interests, and most importantly, encourage and help develop the skills for self-directed learning;

271 • Active participation in teaching activities of the Department, including two or more
272 of the following: presenting a series of lectures covering one or more topics, acting as primary
273 instructor in a course, advising students, attending or precepting on inpatient or outpatient
274 service, mentoring students and fellows, organizing seminar or journal clubs, or teaching small
275 group or laboratory sessions;

276
277 • Coverage of the specified curriculum content and of the standard teaching load in the
278 Department;

- 279
280 • Meritorious teaching evaluations from students and peers.

281 282 2.2 REQUIREMENTS OF LEVEL TWO

283
284 • Development or redevelopment of teaching materials for students, continuing
285 education courses, and/or other faculty training;

- 286
287 • Writing of clinical case material for teaching purposes;

288
289 • Successful supervision of post-graduate students and willingness to supervise major
290 honors or postgraduate research projects;

- 291
292 • Invitations to present Grand Rounds/seminars at primary and at other institutions;

- 293
294 • Invitations to present courses outside of primary department;

295
296 • Provides written documentation of novel techniques in teaching on the delivery of
297 care;

298
299 • Assumes leadership role in teaching, i.e., course director, module director, clerkship
300 director, residency or fellowship director;

301
302 • Consistently receives outstanding teaching evaluations or teaching awards and
303 recognition as an outstanding role model for students;

304
305 • Develops innovative teaching methods such as educational software, videotapes,
306 packaged courses or workshops;

- 307
308 • Provides continuing education at local and national meetings;

- 309
310 • Successfully runs regional continuing education courses;

- 311
312 • Creates a new course or curriculum.

313 314 2.3 REQUIREMENTS OF LEVEL THREE

Peer-reviewed research achievements in educational areas at this level of teaching will qualify as evidence for the Scholarship of Discovery and/or Integration for Clinician-Investigators, Clinician-Educators who are candidates for the rank of Professor, and faculty in the tenure-eligible track whose main area of research is in education.

- Evidence of peer review and acceptance of new or integrated knowledge through the dissemination of the results;

- Publishes articles on health professional education with emphasis on hypothesis-driven research;

- Reviews publications on aspects of teaching or the results of research on teaching in the applicant's disciplinary area that demonstrate a scholarly level of expertise in that literature;

- Develops educational material in media other than print (video, computer programs, Internet) that demonstrates expanded peer recognition through utilization by institutions, educators, and clinicians outside of USU;

- Receives favorable peer reviews or significant adoption of innovative published or circulated instructional material;

- A strong record of publications in health professional education including, but not limited to, methodology, outcome assessment, competency, and curriculum reform;

- Evidence of systematic experimentation on, or scholarly analysis and evaluation of, alternative and innovative teaching approaches or materials, such as the development of inclusive curricula;

- Peer-reviewed grant funding;

- Provides educational leadership by writing syllabi, textbooks, or assuming an institutional level policy-making administrative role;

- Consistent participation in national educational activities, e.g., Residency Review Committees, programs sponsored by professional organizations, re-certification, workshops, and symposia;

- Invitations to be a visiting scholar at another institution;

- An established reputation beyond the institution as an innovative educator, as evidenced by external letters of reference and invitations to lecture or give demonstrations at national or international conferences on teaching; organizing national or international meetings; serving as a national or international consultant or on editorial boards of journals; or serving on national or international committees on teaching, curriculum, or evaluation.

3. Scholarship of Application

Application is a scholarly engagement with society, building bridges between theory and practice by applying knowledge to practical problems. Such service is serious, demanding work requiring rigor. The scholarship of application includes both professional and clinical service.

4. Professional Service

Describes activities that are based on professional expertise and usually denotes peer recognition.

- Selection as research, education, or clinical program director at the institutional level;
- Membership on major decision-making committees in professional or scientific organizations;
- Membership on major decision-making committees in Department of Defense (DoD), HHS, or other governmental agencies;
- Service as an officer or committee chair on major decision-making committees in professional or scientific organizations;
- Service to local, state, federal, and national organizations through education, consultation, or other roles;
- Invited presentations at national meetings; invited research seminars at USU, its affiliates, and other institutions;
- Selection as a reviewer for a research funding agency study section;
- Selection as a member of a professional society review section or institutional review board;
- Utilized as a national consultant in area of expertise;
- Selection to responsible positions dealing with health care issues at the local, state, regional, national, international, or federal levels;
- Assumption of a substantive leadership role at the regional level - i.e., chairing committees, or accepting positions as an officer of local or state professional organizations;
- Assumption of a substantive leadership role at the national level - i.e., chairing national symposia and meetings, chairing committees, or accepting positions as officer of national professional organizations.

408
409 5. Clinical Service
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- 411 • Documentation of current clinical responsibilities and current clinical activities;
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- 413 • Documentation of active involvement in CME activities, including attendance at local
414 grand rounds, department conferences, and professional society meetings;
- 415 • Demonstration of mastery and independence of clinical skills, e.g., introduction of new
416 techniques or improved quality of care;
- 417
- 418 • Board certification; successful completion of recertification and maintenance
419 examinations;
- 420
- 421 • Support from internal peers at the site of practice;
- 422
- 423 • Selection by peers to lead clinically oriented conferences such as “Morning Report”,
424 Morbidity and Mortality Conferences, Case Reviews, and Grand Rounds;
- 425
- 426 • Selection to serve as a clinical division or Department Chair;
- 427
- 428 • Documentation of “preferred provider/consultant” status within the local and/or
429 regional community;
- 430
- 431 • Invitations to speak on clinical topics on campus or participation on institutional
432 clinical care committees;
- 433
- 434 • Development of new techniques, therapies, or health care delivery systems that have
435 improved the health of the population served;
- 436
- 437 • Creative, active participation in the evaluation of the effectiveness (quality, utilization,
438 access, cost) of the care being provided; development of a new “standard of care”;
- 439
- 440 • Documentation of innovative quality assurance programs;
- 441
- 442 • Demonstration of effective leadership at the site of clinical practice, i.e., director of a
443 clinical service, head of a division, chair of a department, head of an interdisciplinary team that
444 creates and manages a clinical pathway and outcomes evaluation;
- 445
- 446 • Recognition for excellence in clinical activity at the local, regional, and/or national
447 level through letters of reference, awards, institutional evaluations, invitations to speak, or
448 requests to write reviews.

449
450 6. Institutional Citizenship
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452 Contributions to furthering the USU SOM mission and programs.
453

- Service on committees or task forces within the program, division, Department, SOM, and/or University and/or its affiliated teaching and research institutions;
- Appointment to responsible positions within USU, such as chair of a committee;
- Service awards from an area of the University;
- Participation in the activities of the Faculty Senate;
- Participation in policy development, supervision or advice, and certain administrative responsibilities at departmental, faculty, or institutional level;
- Participation in search committees;
- Participation in departmental, divisional, and institutional quality assurance programs;
- Participation in institutional accreditation or reaccreditation activities.

F. Edward Hébert School of Medicine
Policies for the Academic Administration of the Faculty

SECTION 2: Faculty Appointments: Assignments, Titles, Tracks, Pathways and the Granting of Tenure

ABSTRACT

This section details the components of a faculty appointment at the USU SOM. Issues addressed in this section include the process of initial assignment for both uniformed and civilian faculty; the categories of ranks and titles; and the identification and distinctions between tracks and pathways. Finally, this section outlines the eligibility criteria for tenure and the time frames during which tenure must be achieved.

Appointments to the faculty of the SOM will be in either the tenure-eligible track or the tenure-ineligible track. Tenure shall be granted only to tenure-eligible faculty members who have met the established Federal, DoD, and USU criteria for standards of conduct, performance and scholarly activities, including applicable professional and clinical service, and institutional citizenship as defined in this Instruction.

A. Assignment of Uniformed Services Faculty.

1. Appointment of Members of the Uniformed Services Assigned (billeted) to USU.

1.1. The Surgeons General have agreed to assign uniformed services faculty to USU and its affiliated medical and research centers for tours of duty as prescribed by their appropriate Service.

1.2. Military faculty positions are without tenure.

1.3. The academic appointment for billeted uniformed services faculty members shall be for the duration of their current duty assignment subject to annual review by the appropriate Department Chair. The duty assignment may be concluded as a result of the parent Service requirements, applicable review as specified in this Instruction, or upon the request of the Dean.

1.4. Continuance of academic appointments will be assessed upon reassignment from USU based upon ongoing academic activity directly in support of the USU SOM mission.

1.5. The academic ranks of uniformed faculty members will be determined based upon the criteria described in this Instruction.

1.6. Subject to a request from the appropriate Chair and approval by the Dean, uniformed services personnel who have terminated their appointments upon reassignment from the University and subsequently return to USU as uniformed members of the faculty ordinarily will be re-appointed at an academic rank not less than that previously held. This action does not

require review by the CAPT, BOR, or President, USU. If the appointment is for a proposed academic rank higher than the rank held at the time of departure from USU, CAPT and Dean review will be required and approval by the President, USU. This rule does not apply to individuals who held an appointment while on active duty and are seeking a new civilian appointment. These individuals must comply with the regulations (See USU Instruction 1107 (*Reference (c)*) and USU Instruction 1100 (*Reference (b)*) concerning the determination of academic rank for new civilian appointments.

1.7. Uniformed services faculty shall have the same academic rights and responsibilities afforded to civilian faculty members of the SOM provided that such rights and responsibilities are compatible with their uniformed status.

1.8. Responsibilities of uniformed services faculty to USU, Department Chairs, local command, and the Surgeons General are set forth in agreements with the Surgeons General and in USU letters of appointment.

1.9. Billeted USU faculty members are responsible to the SOM Department Chairs and the Dean with respect to participation in research, educational activities, institutional citizenship, professional service, and patient care activities of the USU academic program. Faculty providing clinical services are concurrently responsible to the uniformed medical departments and medical or research center/activity commanders for such activities performed in facilities under their supervision.

2. Appointment of Members of the Uniformed Services Not Assigned (non-billeted) to USU.

2.1. Initial appointments for non-billeted uniformed faculty will be up to three years, and the effective date will be established by the Civilian Human Resources Directorate (CHR). These appointments are subject to satisfactory periodic reviews to occur at intervals of no less than every three years, as determined by the appropriate SOM Department Chair. These appointments may be renewed for up to three years with no limit to the number of renewals.

B. Appointment of Faculty to Administrator Positions.

1. USU SOM appointments to administrator positions, including but not limited to the Dean, Associate and Assistant Deans, Department Chairs, Vice Presidents, Special Assistants, Interdisciplinary Program Directors, and University associated military positions are without tenure.

2. Policy and procedures for the search and selection of individuals for administrator positions is presented in USU Instruction 1107(*Reference (c)*).

3. There is no right to a hearing before the Faculty Grievance Committee for termination of an administrator appointment.

4. The terms and conditions of administrator appointments shall be in compliance with Federal, DoD, and/or USU appointment regulations or procedures. Each appointment action shall be officially documented by a Notification of Personnel Action (Standard Form SF 50-B) or in other written documentation.

5. Faculty appointed to administrator positions will be on a time-limited basis. Initial time-limited appointments of tenure track faculty to administrator positions shall be made for a period of up to five (5) years, unless otherwise specified in writing. Initial time-limited appointments of tenure ineligible track faculty to administrator positions shall be made for a period of up to two (2) years, unless otherwise specified in writing, as the faculty appointment controls the appointment term. These time-limited appointments will have a Not-To-Exceed (NTE) date established at the time of the appointment. The NTE date shall constitute the last day of employment in the administrator position, unless otherwise specified in writing or by this Instruction. Administrator appointments may be renewed for a period of up to five (5) years or of up to two (2) year as applicable with no limit on the number of renewals.

6. Faculty appointed to administrator positions may be relieved of their administrator responsibilities at any time as administrator appointments are not continuous, and the incumbent serves at the pleasure of his or her immediate supervisor(s).

7. Any subsequent extensions or modifications of an appointment shall be documented by an SF 50-B and/or in other written documentation and a copy shall be provided to the individual.

C. Assignment of Civilian Faculty to the USU SOM.

1. Assignment of a civilian faculty candidate to the tenure-eligible or tenure-ineligible track shall be made at the time of the initial recruitment by the appropriate Department Chair and determined by the needs of the department and the SOM, based on the nature and scope of the anticipated participation in scholarly activities, professional service, clinical service, and institutional citizenship relevant to USU and its programs. Although emphasis among the areas of faculty responsibilities and activity will vary based upon the candidate's faculty track and pathway, the level of performance in each track and pathway will provide a common basis of evaluation.

D. Secondary Appointments.

1. A secondary academic appointment may be awarded to an individual faculty member in an additional Department or School to recognize significant and ongoing contributions to the teaching, clinical/patient care or research mission of that Department or School. The academic rank of a secondary appointment is equal to or less than the rank of the faculty member's primary departmental appointment.

E. Titles.

1. In keeping with academic titles: Instructor, Assistant Professor, Associate Professor, and Professor denote increasing ranks within the professorial series. Other titles are used to describe

607 faculty members whose duties do not correspond with traditional professorial appointments.
608 Academic titles may be unmodified or modified as described below.

610 1.1 Unmodified Professorial Titles

611
612 Individuals in the SOM or at affiliated teaching or research institutions who have made
613 and continue to make major and consistent contributions in terms of time, scholarly activity,
614 professional service, and institutional citizenship to the programs and activities of the SOM will
615 be considered for appointments with unmodified academic titles at the rank of Professor,
616 Associate Professor, Assistant Professor, or Instructor. These ranks are used for all faculty:
617 tenure-eligible, tenure-ineligible (clinician-educator or clinician-investigator pathways), civilian
618 or uniformed, billeted or non-billeted. Individuals are only permitted to have unmodified
619 professorial titles at a single academic institution; therefore: those who choose to retain an
620 unmodified professorial title at another academic institution are only eligible for a prefixed title
621 at USU.

623 2. Modified Professorial Titles

624
625 The titles listed below may be used for tenure-ineligible faculty in either basic science or
626 clinical science departments. Faculty holding any of the following prefixed titles that are
627 recommended for an appointment at the rank of Assistant Professor, Associate Professor, or
628 Professor must fulfill the same SOM eligibility and authorization requirements and undergo
629 academic review as new candidates for such appointments.

630
631 2.1 The modifier RESEARCH will be used with any academic title to designate tenure-
632 ineligible faculty members in basic science and clinical science departments who are members of
633 the RESEARCH Pathway.

635 2.2 The prefix ADJUNCT

636
637 2.2.1 It is recognized that there are professional scientists, clinicians, emeritus faculty
638 of other academic institutions, individuals in administrative positions, and others in the
639 academic, clinical, scientific, military, and general community who have particular expertise or
640 competencies that will enhance and benefit the mission of the USU SOM. To formalize their
641 relationship with USU, individuals whose contributions to USU SOM programs, although
642 episodic, are of such value as to warrant recognition will be offered a tenure-ineligible faculty
643 appointment with the Adjunct prefix modifier. Due to their limited USU-directed activities, the
644 academic rank of these faculty members will be based, for the most part, on their achievements
645 outside the USU academic community. Appointment rank and promotion will be based on
646 appropriate application of the criteria defined in this Instruction. (See Section 6)

647
648 2.2.2 Appropriately detailed documentation of eligibility, accomplishments,
649 contributions to the USU missions, and evidence of peer recognition justifying the proposed
650 appointment or promotion and academic rank will be provided by the Department Chair or
651 Program Director. Letters of external review will not be required for this modified academic
652 rank.

2.3 The initial appointment will be for up to three years, and the effective date will be established by CHR. These appointments may be renewed for a period of up to three years with no limit on the number of renewals.

2.4 Adjunct faculty **do not become** Government employees by virtue of this appointment and have no authority to supervise Government personnel or represent the Uniformed Services University of the Health Sciences.

3. The prefix DISTINGUISHED may be used only at the rank of Professor and is reserved for senior individuals of national or international stature who contribute to the strength and development of the USU SOM programs. Appointments to this rank require a recommendation from the BOR and approval by the President, USU. The initial appointment will be for up to two years. These appointments may be renewed for a period of up to two years with no limit on the number of renewals.

3.1 The title Distinguished Professor of Military Medicine will be offered, with the concurrence of the Chair of Military and Emergency Medicine, to the active Surgeon General of each of the uniformed services during their terms. The Dean initiates the appointment process. The title is term-limited and valid only while the individual serves as an active Surgeon General. The individual will be eligible to be considered for a faculty position within the traditional academic hierarchy following completion of his/her term as Surgeon General.

3.2 The prefix Distinguished, when used in any other SOM department for active duty uniformed personnel or senior Federal civilian personnel, will be term-limited and valid only while the individual remains in the uniformed position or Federal position held at the time of appointment as Distinguished Professor. The Dean initiates these appointments with the concurrence of the Chair of the relevant Department. The individual will be eligible to apply for a faculty position within the traditional academic hierarchy following completion of their term in uniform or Federal service.

3.3 The prefix Distinguished may be used in any SOM Department for senior individuals who have previously held professorial rank in other universities or institutions of higher learning. The Department Chair may initiate such appointments that require review by the CAPT and approval by the Dean prior to submission to the BOR and President, USU.

4. The prefix VISITING may be used with the academic titles Professor, Associate Professor, or Assistant Professor. These appointments are approved for individuals who will complement, support, or provide critical expertise regarding the scholarly activities of research or educational programs that would benefit the mission of USU, affiliated medical institutions, or the DoD as a whole. The initial visiting faculty appointment is made for a period of up to two years. The maximum appointment period for visiting faculty is four years.

4.1 The organizational title VISITING SCIENTIST may be used for an individual at any academic rank appointed for a period of up to two years for the same purposes described in section 4 above. Such employees will be compensated between the salary range of Instructor to Professor based on the individuals experience, qualifications, and/or specialties.

4.2 Appointments with the prefix Visiting shall be in the tenure-ineligible track. The Dean may renew these appointments in increments of up to one year but not to exceed the maximum period of two additional years, provided that there is significant justification for the critical need and impact of retaining the individual for the additional period.

5. The prefix EMERITUS/EMERITA may be used only for exceptional **retired** or separated faculty who have rendered long and distinguished service to USU SOM. Appointments to this rank are initiated by the Department Chair or Dean and require concurrence of the CAPT and Dean, the endorsement of the BOR and approval of the President, USU. Eligible faculty members must have at least achieved the rank of Associate Professor, with or without tenure, and held either an unprefix appointment or an appointment with the prefix of RESEARCH OR CLINICAL. This prefix will modify the last position or faculty rank held at the SOM e.g., Dean Emeritus/Emerita, Chair Emeritus/Emerita, faculty rank Emeritus/Emerita. Nominations will be submitted by the department to the CHR for submission to the CAPT and/or BOR for review.

6. The prefix CLINICAL may be used by the USU Department Chair for those at the rank of Associate or Full Professor. It is reserved for individuals in the tenure-ineligible track whose primary contributions to the SOM are in clinical teaching, clinical practice, or clinical administration. Due to the limited time afforded these clinical faculty to work in traditional scholarly activities, their appointments will be based on their achievements and recognition in teaching, clinical practice, and clinical administration.

F. Clinical Prefixed Professorial Titles.

The Clinical prefix may be used by a USU Department Chair for candidates appropriate for appointments at the rank of Associate or Full Professor. It is reserved for tenure-ineligible individuals whose primary contributions to the SOM are in clinical teaching, clinical practice, or clinical administration. Due to the limited time afforded these clinical faculty to work in traditional scholarly activities, their appointments will be judged based on their achievements and recognition in teaching, clinical practice, and clinical administration.

Appointments with this prefix will be as follows: 1) Initial appointments for SOM-billeted civilian faculty members will be for up to two years and may be renewed for a period of up to one year with no limit on the number of renewals; 2) Initial appointments for SOM-billeted uniformed faculty will be for the period of their current duty assignment; and 3) Initial appointments for SOM non-billeted civilian and non-billeted uniformed faculty will be for up to three years. These appointments may be renewed for a period of up to three years with no limit on the number of renewals.

Appointment with this prefix will require a letter from the USU Chair explaining and supporting the request, and the faculty member's curriculum vitae, along with a letter of support from a faculty member of senior academic rank in the applicant's specialty. For uniformed faculty members, the chair should obtain and submit a letter of support from a faculty member of senior academic rank in the applicant's specialty and the endorsement of the faculty member's Commanding Officer or their designee. In the case of nominees who are Flag officers, or serving in Command billets or Senior Executive Service (SES) equivalent positions, the requirement for command endorsement can be waived by the Senior

Associate Dean for Faculty. In addition, nominees who hold a Clinical Prefixed appointment at another accredited US medical school may also have requirement for letters waived. Before forwarding to the Dean for endorsement, the qualifications of the appointee will require the concurrence of the CAPT Chair or a subcommittee of the CAPT constituted for the review of clinical prefixed appointments. The BOR will review the recommendations of the Dean and provide advice to the President of USU for action.

1. Clinical Associate Professor

Clinical Associate Professors must serve as professional role models for peers. Excellence in teaching and clinical care is the important criterion. The teaching performance should exceed routine contributions to the educational mission of USU. When clinical administration is a substantive part of the faculty member's role, such appointments will recognize the administrative accomplishments of these individuals. Ordinarily, this appointment follows a minimum time in rank as Assistant Professor of six years.

2. Clinical Professor

Eligibility for faculty appointment as a Clinical Professor requires accomplishments as stated for Associate Professor, with additional achievements in service-wide capacities or national recognition as a clinician and clinical teacher. For such appointments, the minimum time in the ranks of Assistant and/or Associate Professor is ten years.

G. The Faculty Tracks.

1. The Tenure-Eligible Track:

1.1. Faculty in the tenure-eligible track will hold unmodified academic titles and shall be eligible for the privileges thereof.

1.2 The tenure-eligible track is restricted to civilian faculty who will commit full-time effort and responsibilities to the USU SOM programs, including assigned duties at the SOM affiliated institutions. Appointment to the tenure-eligible track is based on specific criteria and institutional needs and is open to scientists and clinicians.

1.3 All appointments and renewal of appointments to academic positions within the tenure-eligible track, but without the award of tenure, are probationary. The probationary period is for a specified time period and the faculty member must demonstrate the qualifications required for appointment renewal, promotion, and award of tenure. In the case of a faculty member who has served in a tenure-eligible track equivalent appointment at another academic institution, the amount of time counted toward the probationary period will be agreed upon and stated in writing at the time of the USU SOM tenure-eligible track appointment.

During the probationary period, the faculty member shall have access to submitted documents

(not including letters of reference) regarding the basis for decisions affecting re-appointment, promotion, and the award of tenure. In addition, he or she shall receive from the Department Chair an annual evaluation of performance.

1.3.1 Duration: The probationary period to achieve tenure will be four years for Associate Professor and nine years for Assistant Professor, commencing on the effective date of the initial appointment as specified on the Notification of Personnel Action (SF 50-B). Promotion and/or tenure can be recommended after one year of Federal service from the effective date in the USU position. The nine year probationary period as established at the time of initial appointment remains in effect if promotion is obtained without tenure.

TABLE 1 – Probationary Period for Tenure-Eligible Assistant and Associate Professors To Achieve Tenure

PROBATIONARY PERIOD FOR TENURE-ELIGIBLE ASSISTANT AND ASSOCIATE PROFESSORS TO ACHIEVE TENURE			
ACADEMIC RANK	INITIAL APPOINTMENT TERM	RENEWALS	TOTAL PROBATIONARY PERIOD
Assistant Professor	3 years	Two 3-year terms	9 Years
Associate Professor	4 years	NONE	4 years

1.3.2 Extensions of the Tenure Probationary Period: It is recognized that anticipated or unanticipated life events may impede a faculty member's ability to demonstrate the professional achievements required for the award of tenure. Eligibility for extensions begins on the date of hire. The notification or request for an extension of the probationary period must occur within 12 months of the inciting event. The total number of extensions will not exceed three. There are two options for a tenure-track faculty member to obtain a tenure probationary period extension.

1.3.2.1 The maximum probationary period may be extended up to one year upon request for faculty in cases of the birth of a child, adoption of a child, or becoming a new foster parent. An extension also may be given in the event of the death of a spouse/partner or child. Notification of the event and written supporting documentation will be submitted through the Department Chair to the CHR for submission to the Dean.

1.3.2.2 A request for up to a one-year extension of the maximum probationary period is available for faculty in cases of: serious illness of the faculty member or their family member, the death of a parent, other serious life circumstances, or a situation that adversely affects or hampers the employee's work productivity (i.e., pandemic, epidemic, natural disaster, furlough, etc.) which they have no control over. Letters of request and certifying documents should include all of the required specifics for support of the tenure extension request.

The request will be routed through the Department Chair to the CHR and then to the CAPT for

review and a recommended course of action for the Dean, SOM. Possible actions by the CAPT include; approval, disapproval, or a deferred decision. The CAPT's recommended decision will be forwarded to the Dean for approval/disapproval.

1.4 Academic appointments within the tenure-eligible track but without tenure shall not guarantee or imply any assurance of renewal, promotion, or eventual award of tenure. Such actions must be based on a positive recommendation in accordance with procedures and standards established by University and SOM policy.

1.5 The award of tenure can only be made by the President, USU, based on the recommendations of the CAPT, and the Dean, SOM.

1.6 The probationary period, as defined in this instruction, applies to all faculty employed as of the effective date of this Instruction. This probationary period does not apply to faculty in their terminal year.

2. Tenure-Ineligible Track:

2.1 The tenure-ineligible track includes all uniformed service faculty members and those civilian faculty members not specifically appointed to the tenure-eligible track.

2.2 Faculty in the tenure-ineligible track may hold unmodified or modified academic titles and shall be eligible for the privileges thereof.

2.3 Appointment to the tenure-ineligible track is based on specific criteria and institutional needs.

2.4 Academic appointments within the tenure-ineligible track shall not guarantee or imply any assurance of renewal or promotion. Such actions must be based on a positive recommendation in accordance with procedures and standards established by University and SOM policy.

2.5 Procedure for the initial appointment, duration of initial appointment, and renewal of appointments in this track are provided in Section 4: Procedures for Appointment and Promotion Review of Faculty, Part A of this Instruction.

H. Faculty Pathways.

The Department Chair will assign a tenure-ineligible track faculty member to one of five pathways. These include **General, Educator, Clinician-Investigator, Clinician-Educator, or Research**. This assignment will be based on departmental needs and the criteria presented in this Instruction.

Faculty assigned to the general tenure-ineligible track will be evaluated for initial appointment and subsequent promotion actions based on the identical SOM criteria that apply to comparable academic ranks within the tenure-eligible track. The principal difference between

general tenure-ineligible track faculty and members of the tenure-eligible track is the lack of a specified maximum probationary period for promotion and award of tenure.

1. The Clinician-Investigator Pathway

Practicing clinicians whose primary scholarly achievements are in the research, educational, clinical, and professional service activities of the SOM will be eligible for appointment in this pathway. Faculty must be committed to the education, research, and clinical service missions of the SOM. In addition to documentation of research activities, individuals in this pathway must take primary responsibility for patient care and be an integral component of the Department's clinical and teaching programs.

2. The Clinician-Educator Pathway

Practicing clinicians whose primary scholarly achievements are in the educational, clinical, and professional service activities of the SOM will be eligible for appointment in this pathway. Faculty must be committed to the educational and clinical service missions of the SOM. They must take primary responsibility for patient care and must be an integral component of the Department's clinical and teaching programs. Faculty in this pathway are expected to assume administrative responsibility for medical education and related clinical care activities at the USU or its affiliated teaching institutions.

3. Research Pathway

3.1 Faculty recruited and employed to be engaged principally in the scholarship of discovery will receive an academic appointment with the prefix RESEARCH. Faculty with research appointments may be in either the basic or clinical science departments.

3.2 Faculty members with research pathway appointments will devote the preponderance of their effort to research and research-related activities. The extent and significance of contributions to the research productivity of the department, other faculty, and students will be considered. While these faculty members will engage in limited teaching activities, their major responsibility will be the development of productive research programs. Teaching and non-research related administrative service will occupy no more than 20% of their professional time. The amount of time allocated to teaching and administrative activities may be adjusted with the approval of the Department Chair. Financial support for the research activities associated with the faculty appointment is to be derived to the fullest extent possible from extramural research funds and grants.

3.3 Faculty performance review will occur annually. Promotion and appointment renewal of faculty members in the research pathway is primarily contingent upon their research productivity. Performance criteria will include their efforts to acquire and succeed in the acquisition of research funds and grants. Teaching and administrative activities will be evaluated and appropriate consideration and emphasis will be given based on the program requirements of the department and the agreed-upon responsibilities approved by the Department Chair.

4. Educator Pathway

923
924 4.1 Billeted faculty recruited to engage primarily in teaching and other educational
925 activities will be assigned to the Educator Pathway. The Educator Pathway provides
926 departments within the SOM the mechanism to appoint scholars as members of the billeted
927 faculty for the purpose of meeting educational requirements and advanced scholarly teaching
928 needs that cannot be met by SOM faculty in the tenure-eligible track or other pathways within
929 the tenure-ineligible track. Clinical and basic science faculty recruited and/or employed in this
930 pathway will be engaged principally in the scholarship of teaching based on the criteria described
931 in the Educator Pathway (*See Section 3*) and will receive an unmodified academic rank of
932 Associate Professor or Professor.

933
934 4.2 Appointments to the Educator Pathway are appropriate only for the performance of
935 teaching and other educational responsibilities. Before recruitment into this pathway may occur,
936 the position must be fully described and certified as essential to departmental and SOM
937 educational needs by the Department Chair and is only established with the concurrence of the
938 Dean SOM. The Chair's statement must provide the rationale for conferring faculty status in
939 order to attract, employ, and retain individuals of high quality with demonstrated teaching and
940 educational competence to meet the educational missions of the department and SOM. The
941 statement must include details as to the candidate's responsibilities including anticipated teaching
942 "load," student groups involved, and contact time. The position must be regularly re-certified as
943 essential by the Department Chair and Dean SOM at intervals not to exceed three years.

944
945 4.3 Faculty members with Educator Pathway appointments will devote the preponderance
946 of their effort to the scholarship of teaching and education-related activities. The extent and
947 significance of contributions to the teaching and educational productivity of the department,
948 other faculty, and students will be the primary consideration for these appointments. While these
949 faculty members will engage in appropriate institutional citizenship and professional service
950 activities including research, their major responsibility will be teaching and the development and
951 maintenance of productive educational programs. Non-educational administrative service will
952 normally occupy no more than 20% of their professional time. The amount of time allocated to
953 administrative activities may be adjusted with the approval of the Department Chair.

954
955 4.4 Faculty performance review will occur annually. After the Chair's re-certification of
956 need and the Dean's concurrence, the main criteria for appointment renewal is excellence in the
957 scholarship of teaching and continued evidence of educational productivity. Performance criteria
958 may include efforts and successes in the acquisition of funds and grants for educational purposes.
959 Institutional citizenship, professional service, and administrative activities will be evaluated and
960 appropriate consideration and emphasis will be given based on the program requirements of the
961 department and the agreed-upon responsibilities approved by the Department Chair.

962 963 **I. Granting of Tenure.**

964
965 Only those faculty members appointed into the tenure-eligible track shall be eligible for
966 tenure.

967
968 The granting of tenure is a deliberate, positive decision based upon meeting established

conduct, performance, and academic/scholarly standards; it shall not be granted based solely on length of service. Tenure and promotion may be dissociated if promotion occurs prior to the end of the probationary period. (See Table 1 of this Section and USU Instruction 1100 (*Reference (b)*)).

1. Relationship between Promotion and Tenure

Promotion is an award for a *record of sustained academic achievement*. Tenure is a *commitment by the institution to an enduring contract with the faculty member*. In reviewing nomination packages, the CAPT approaches promotion and tenure separately. Candidates for promotion and tenure may be awarded promotion with tenure or promotion without tenure.

Promotion is awarded by meeting the criteria for expected conduct, performance and advanced scholarship as described in Section 3. Tenure is an additional recognition based on significant contributions to institutional citizenship that mark the faculty member is worthy of an enduring contract with the university.

2. Faculty Tenure - Eligibility

A faculty member is **not** eligible for tenure if:

- Under an active duty uniformed service appointment;
- Under an acting or visiting appointment;
- Under any appointment with a modified academic title;
- Under any part-time position (except with the explicit written approval of the Dean, SOM, and President of the University);
- Under an affiliated appointment;
- Under an appointment as a Distinguished Professor;
- Under any other appointment for which the salary is not supported by regularly appropriated or managed funds;
- Admitted to work under a nonimmigrant visa;
- Covered by a Permanent Resident Card (green card); or
- The civilian faculty member is not specifically appointed in the tenure-eligible track.

3. Appointments and Tenure Status

3.1 Full Professor - New hires at the rank of Professor may be appointed with tenure provided they hold the rank of Professor with tenure at another academic institution. If the candidate does not hold the rank of Professor with tenure, the full CAPT review process is required. If the candidate is a Professor (non-tenured) in the military service, the full CAPT review process is required for him or her to be appointed to a civilian position.

3.2 Search committees acting as an *ad hoc* equivalent CAPT: Individuals recruited for a Professor level tenure-eligible appointment, who do not hold a current academic title of Professor with tenure, must be reviewed by an appropriately constituted search committee that also serves as an *ad hoc* CAPT. This search committee shall consist of at least five (5) faculty members who are equivalent in academic rank to members of the CAPT (Professors). The civilian faculty members that serve on the *ad hoc* CAPT must be tenured faculty. There must be a faculty member from the basic science departments and a faculty member from the clinical science departments. All committee members should be knowledgeable of the appointment criteria and procedures in USU Instruction 1100 (*Reference (b)*) and appropriate SOM policies. This *ad hoc* CAPT committee will provide the formal review for academic rank and/or tenure status in accordance with USU Instruction 1100 (*Reference (b)*) and SOM policies without additional review by the school's CAPT. The membership of this search committee will be determined by the Dean, SOM, or the University President with advice from a current member of the CAPT.

3.2.1 An *ad hoc* CAPT established to review the position of the Dean of SOM (or other administrator positions in which an academic appointment or tenure is recommended) may include other Federal civilian employees to ensure the University conducts a comprehensive search and that USU components are appropriately represented in the search process. Other Federal civilians appointed to the committee must possess related experience, leadership skills, or substantial knowledge of the duties and responsibilities of the position being filled. The use of non-Federal employees for this purpose is prohibited.

4. Tenure-Eligible Associate Professors (New Hires)

4.1. A Tenure-eligible Associate Professors shall be appointed at this academic rank without tenure for a term of four years. This appointment is not renewable.

4.2. A person holding this rank at the SOM for four years shall either receive tenure or be given notice of non-renewal of the appointment and a one-year terminal appointment. Notice of non-renewal will be provided at least 90 calendar days prior to the date the employee's probationary period ends. If proper notification is not given at least 90 calendar days prior to the date the employee's probationary period ends, then the relevant guidance and procedures in USU Instruction 1100 (*Reference (b)*) will apply.

5. Tenure-Eligible Assistant Professors (New Hires)

5.1. Tenure-Eligible Assistant Professors shall be appointed without tenure. Tenure-eligible faculty holding this rank in the SOM for nine years (one initial three year term

probationary appointment and two renewable *three*-year term probationary appointments) shall either be promoted to Associate Professor with tenure, or be given notice of non-renewal of the appointment and a one-year terminal appointment. Notice of non-renewal will be provided no later than 90 calendar days prior to the date the employee's probationary period ends. If proper notification is not given at least 90 calendar days prior to the date the employee's probationary period ends, then the relevant guidance and procedures in USU Instruction 1100 (*Reference (b)*) will apply.

5.1.1. Faculty holding this rank may be given notice of non-renewal of appointment before the end of their first three-year or second three-year appointment term if requirements or qualifications are not met or for cause or misconduct. In cases where a notice of non-renewal of appointment is given at the 3rd year or 6th year, the individual is not eligible to receive a terminal year appointment. If notice of non-renewal is given at the 9th year of the probationary period, the individual is eligible to receive a terminal year appointment.

6. Part-Time Appointments

6.1 Faculty who are hired into a part-time position are not eligible for tenure. Those faculty with tenure at another institution will not keep their tenure without explicit written approval of the Dean, SOM and President of the University. The action must be approved before the individual is appointed to the part-time position.

6.2 A member of the faculty with tenure who converts to part-time status voluntarily relinquishes tenure. In exceptional situations, a faculty member may request and be granted a waiver to retain tenure during the period of part-time status, if the President, USU, (after consultation with the Dean, SOM), notifies the individual in writing that tenure continues in the part-time status.

6.3 The initial appointment to a part-time position (both new hires and those faculty who convert from full-time to part-time) will be for up to a maximum duration of two years. Part-time appointments may be renewed for up to one year with no limit on the number of renewals with the approval of the Dean, SOM.

6.4 A faculty member in the tenure-eligible track who converts to a part-time status will not remain eligible for tenure and forfeits all tenure-eligible track rights described in USU Instructions and SOM policy. Returning to full-time status requires an available full-time faculty position and concurrence by the Dean, SOM, and the approval of the President, USU. If the individual is authorized to return to a tenure-eligible track position, the Dean, SOM, will determine the status of the individual's tenure clock and advise the CHR. In exceptional situations of a short duration, a faculty member in the tenure-eligible track who converts to part-time status may request and be granted a waiver to retain such rights during the part-time status, if the President, USU, (after consultation with the Dean, SOM), notifies the individual in writing that the tenure track process (and the rights thereof) will continue in the part-time status. Note: A tenure-eligible track faculty member is not eligible to return to a SOM tenure-eligible track position if he or she moved to a part-time schedule based on being denied or not recommended for tenure. See Section 4, B of this Instruction.

6.5 A faculty member who is in the tenure-eligible track and is in a part-time status is not eligible to receive a terminal year appointment if it is determined by the Department Chair that his or her appointment will not be renewed, unless it is specified in the notification document issued by the President, USU.

6.6 A faculty member in the tenure-ineligible track may request to convert to a part-time status. The action will be submitted to the Dean, SOM, for concurrence and to the President, USU, for approval. Returning to full-time status requires an available full-time faculty position and concurrence by the Dean, SOM, and the approval of the President, USU.

7. Tenure of Faculty Members in Administrator Positions Administrator positions are non-tenured. Eligibility for tenure of a faculty member who also holds an administrative position is based solely on their academic appointment and the recommendation from the Department in which the academic title is held.

8. Faculty Tenure: Policy for the Granting of Tenure

8.1 The procedures set forth in this Instruction, USU Instruction 1100 (*Reference (b)*), and the University's procedures assuring compliance with affirmative action policies shall be followed.

8.2 For the purposes of the probationary period for tenure, the four- and nine-year time frames referred to in this document will commence on the effective date of the initial appointment as specified on the Notification of Personnel Action (SF 50-B).

8.3 Recommendations for tenure begin at the department level as set forth in USU Instructions and SOM Policy Statements.

8.3.1 The Department Chair shall annually review all individuals eligible for tenure. During the probationary period, the faculty member shall have access to information regarding the basis for decisions affecting renewal of appointment, promotion, and the award of tenure.

8.3.2 The Department Chair must complete and submit their requests with complete documentation for faculty tenure through CHR in a timely fashion to assure that the CAPT and the Dean can evaluate and act on the request within the prescribed time period.

8.3.3 If the Department Chair decides not to recommend a faculty member for tenure, the Chair will notify the faculty member in writing of that decision and the reasons not later than 90 calendar days prior to the date the employee's probationary period ends. A single one-year terminal appointment will be granted.

9. Consideration by the CAPT

9.1 The composition, functions, authority, responsibilities, and procedures of the CAPT are set forth in this Instruction and USU Instruction 1107 (*Reference (c)*).

1153
1154 9.2 The CAPT recommendations shall be reported to the Dean.
1155

1156 9.3 The CAPT may defer consideration of recommendations it considers incomplete or
1157 questionable.
1158

1159 9.4 If action for tenure or promotion by the CAPT is not completed by the end of the
1160 ninth probationary year for faculty initially hired as an Assistant Professor or the end of the
1161 fourth probationary year for faculty initially hired as an Associate Professor, a memorandum
1162 from the CAPT that explains the circumstances causing the delay will be sent to the Dean
1163 explaining and requesting a one-time extension of short duration (not to exceed one year) to
1164 permit the CAPT to gather additional information. The Dean may, in his or her sole discretion,
1165 grant an extension of the candidate's probationary period of up to one year to allow for a proper
1166 and complete evaluation. A copy of the CAPT memorandum will be sent to the candidate's
1167 Department Chair and the CHR.
1168

1169 9.5 The CAPT approval, disapproval, or deferral will be transmitted in the form of a
1170 memorandum through the Dean to the Department Chair, with a copy to the candidate and the
1171 CHR. This memorandum shall describe the evaluation process and state the reasons for
1172 approval, disapproval, or deferral. The Department Chair will notify the candidate of the current
1173 status of their tenure or promotion action.
1174

1175 9.6 The Dean shall act upon the CAPT recommendations as set forth in this Instruction
1176 and USU Instruction 1100 (*Reference (b)*).
1177

1178 9.7 The BOR shall consider the recommendations of the Dean, and provide its advice to
1179 the President, USU, for action.
1180

1181 9.8 The President, USU, based on the recommendations of the BOR and information
1182 supplied by the CAPT and Dean, shall take the appropriate action. The President's action is
1183 final.
1184

1185 9.9 The Department Chair shall notify the candidate in writing of the tenure decision. If
1186 tenure is denied to a candidate who has served on the faculty for nine consecutive years as
1187 Assistant Professor or four consecutive years as Associate Professor, the Department Chair shall
1188 advise the individual in writing at least 90 calendar days prior to the date the employee's
1189 probationary period ends that his or her appointment will not be renewed and shall terminate at
1190 the end of his or her one-year terminal appointment. If proper notification is not given at least 90
1191 calendar days prior to the date the employee's probationary period ends, then the relevant
1192 guidance and procedures in USU Instruction 1100 (*Reference (b)*) will apply.
1193

1193 10. Prohibition against USU Employment after Denial of Tenure

1194 10.1 A faculty member who has been denied tenure within the USU SOM and is
1195 subsequently terminated from his or her position in accordance with this Instruction, shall not
1196 normally be eligible for rehire as a faculty member of the USU SOM for a period of three years
1197 following termination of the tenure-eligible track appointment.

1198 10.2 If a waiver is requested by an employee through the Department Chair and a tenure-
1199 ineligible academic appointment is approved by the Dean and President, USU, the faculty
1200 member will not be allowed to enter the tenure-eligible track during subsequent employment at
1201 the USU SOM. The academic rank held during the restricted three year period will be no higher
1202 than that held at the time of denial of tenure and all resource allocation to the individual
1203 (including amount and source of compensation, space, and other support) will require formal
1204 approval by the Dean.

1205 **F. Edward Hébert School of Medicine**
1206 **Policies for the Academic Administration of the Faculty**
1207

1208 **SECTION 3: Qualifications for Specific Faculty Ranks**
1209

1210 **ABSTRACT**
1211

1212 This section establishes the qualifications and criteria for each faculty rank available,
1213 according to the various tracks and pathways, to the Faculty of the F. Edward Hébert School of
1214 Medicine.
1215

1216 **A. Instructor.**
1217

1218 The rank of instructor is an initial appointment appropriate for qualified individuals with
1219 Ph.D., or equivalent advanced degree and some professional experience, whose qualifications in
1220 scholarly activities (including research and teaching) do not meet the criteria for the rank of
1221 Assistant Professor. This rank is not considered to be a requirement for entrance into either the
1222 tenure-eligible or tenure-ineligible tracks.
1223

1224 General Medical Officers, physician assistants, social workers, post-doctoral fellows,
1225 research associates, senior research associates, and physicians (who have completed residency
1226 training) and clinical fellows (who have completed initial residency training) are eligible for
1227 appointment as faculty members at the rank of instructor with the addition of appropriate
1228 teaching responsibility to their other duties.
1229

1230 **B. Tenure-Eligible Track.**
1231

1232 1. Assistant Professor
1233

1234 The rank of Assistant Professor may be an initial appointment appropriate for qualified
1235 individuals, with a Ph.D., M.D., or equivalent degree.
1236

1237 Faculty members seeking appointment at this rank will demonstrate the clear potential for
1238 achievement and the capacity for productivity in three of the four areas of scholarship.
1239

1240 Scholarly achievement and the capacity for continued professional growth are the
1241 important criteria for the renewal of appointment and promotion. Innovation, originality,
1242 creativity and peer recognition of achievement are the key elements considered in the evaluation
1243 process.
1244

1245 1.1 Achievement in Discovery and/or Integration requires demonstration by the faculty
1246 member of the ability to successfully conceive, execute, and report on research, and to develop a
1247 personal research productivity plan or program approved by the Department of record.
1248

1.2 Achievement in Teaching requires that the individual have the skills for the effective transfer of knowledge and to lead students to think critically and purposefully. Faculty must provide evidence of having achieved teaching skill at Level One for renewal of appointment at this rank and consideration for promotion. Shared teaching in other departments or programs when approved by the Chair will be equated with instructional activities in the Department of primary appointment.

1.3 Achievement in Application will be primarily demonstrated by professional and clinical service as appropriate.

To be appointed at the Assistant Professor level, in the tenure-eligible track, members of clinical science departments with clinical responsibilities will have appropriate degrees and training and must be privileged in affiliated hospitals. An Assistant Professor with clinical responsibilities must be eligible for board certification in his or her primary specialty and, when appropriate, will seek advanced certification or other special qualifications.

1.4 Institutional citizenship is evaluated by active participation on department or institutional committees.

2. Associate Professor

The rank of Associate Professor may be an initial appointment appropriate for qualified individuals, with a Ph.D., M.D., or equivalent degree. Faculty members appointed or promoted to the rank of Associate Professor will have demonstrated the clear capacity for sustained achievement and productivity in scholarly activities. Eligibility for promotion to the rank of Associate Professor typically requires at least four (4) years of experience at the Assistant Professor level. Candidates for Associate Professor must meet and exceed all of the criteria outlined for the rank of Assistant Professor. Peer recognition of scholarly achievements is an essential criterion for appointment at or advancement to the rank of Associate Professor. Peer recognition includes evidence of an established national reputation beyond the parent institution within the individual's discipline, area of interest, or specialty.

2.1. Scholarship of Discovery and/or Integration

This rank requires evidence of continuing research productivity through competency in independent research or as a major contributor to collaborative research that leads to the acquisition of new knowledge, or the integration of knowledge. In general, a minimum of five peer-reviewed publications or their equivalent based primarily on the contributions of the candidate is expected. The candidate must provide evidence of his/her successful efforts to generate and sustain adequate financial support for their research.

2.2. Scholarship of Teaching

This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge and the ability to lead students to think critically and purposefully. Faculty must provide evidence of developing and achieving some teaching skill at Level Two.

2.3. Scholarship of Application

Professional service demonstrating involvement at the institutional and broader academic and professional community level is expected. Evidence of participation in appropriate professional organizations is required for all candidates.

Tenure-eligible clinician candidates for appointment or promotion to the rank of Associate Professor must have an outstanding record of clinical service. Clinical faculty must consistently demonstrate diligence and excellence in the care of patients. They must have evidence of peer-based institutional respect for their clinical skills and patient care activities. Particularly as they relate to SOM activities, the current status of professional credentials and clinical privileges should be described. Clinical competence including clinical knowledge and humanistic skills should be described in supporting letters from the Department Chair, Division Head, and faculty members within the organization.

Applicable and current board certification or subspecialty certification is required for faculty with clinical responsibilities.

2.4. Institutional Citizenship

This rank requires evidence of leadership of, or major contributions to, the activities of USU (or other academic institution), SOM, departmental, and institutional committees and/or mission-related administrative functions.

3. Professor

The rank of Professor may be an initial appointment appropriate for qualified individuals, with a Ph.D., M.D., or equivalent degree. Appointment or promotion to the rank of Professor is the highest academic recognition of the SOM and is reserved for those members of the faculty who have demonstrated outstanding achievement in the full spectrum of scholarship. Although it is not based solely on length of service or time in rank, it typically requires at least four years at the Associate level. Professors exceed all applicable criteria outlined for the rank of Associate Professor and have considerable time and experience in rank, additional publications, and evidence of substantial scholarly activity, institutional citizenship and professional recognition.

While the candidate's promotion to Associate Professor may have been based primarily on their achievements in one area of scholarship, it is permissible if, due to a shift in their scholarly focus, that a candidate's promotion to Professor be based predominately on achievements in a different primary area or areas of scholarship. The candidate for Professor will be judged, in large measure on the basis of the dissemination of his/her work through a close evaluation of the candidate's professional writings and other forms of professional communication. This evaluation will consider quality and quantity, with close scrutiny as to level of contribution across all areas of scholarship, as well as evidence of "community" impact based on appropriate peer evaluation.

3.1 Scholarship of Discovery and/or Integration

The candidate must demonstrate conclusive evidence of continuing, productive and independent research achievement or leadership in collaborative research activities, and/or integration of knowledge. Although most candidates will have produced more, a minimum of fifteen career peer-reviewed publications or their equivalent based primarily on the contributions of the candidate is typical for this rank, but the CAPT will consider the impact of each publication. The level of achievements and potential should be commensurate with a significant academic career experience. The research performance of a candidate for Professor must serve as a standard of excellence for colleagues. Evidence of the acquisition of continuing and current funding support for research is an important consideration for promotion to Professor.

3.2 Scholarship of Teaching

The teaching performance of a candidate for Professor must serve as a standard of excellence for colleagues. Professors are expected to be accomplished teachers who have actively shared their learned skills in the art of medical and graduate education with less experienced faculty. Achievement of Level One and Two teaching are required for the rank of Professor. Achievement of Level Three teaching will be a requirement for those faculty whose primary area of scholarly accomplishment is teaching and educational research.

3.3 Scholarship of Application

The candidate for the academic rank of Professor must demonstrate excellence as a role model for peers and students through professional service. Professional service demonstrated by outstanding peer recognition includes, but is not limited to the following: selection to serve in a major academic administrative role at USU (or other academic institution) or one of its affiliated teaching or research facilities; leadership and continued service on the study sections of federal granting, scientific, or health care review agencies; holding office or selective committee membership in national/international, military or public health scientific or health care organizations; service on editorial boards of scientific or scholarly clinical journals; leadership in the operation, development, or improvement of the DoD, Veterans Administration (VA), or HHS health care systems; serving as the consultant or advisor to a Surgeon General; a leadership role in a federal agency with responsibilities relevant to health, or special recognition awards by national organizations for distinguished achievement in clinical medicine, biomedical science, public health or health policy.

Clinical faculty at the rank of Professor must set the standards of excellence for clinical service and must demonstrate a scientific and scholarly approach in a major field of clinical medicine. They must provide the highest quality patient care in their chosen specialty. Attainment of increased administrative responsibility will be considered as demonstrating one aspect of this requirement.

3.4 Institutional Citizenship.

This rank requires evidence of leadership in policymaking and other committees of the candidate's Department, SOM, health care or research facility, uniformed service, USU or other academic institution.

C. Tenure-Ineligible Track.

There are two clinician-designated academic pathways. The Clinician-Investigator pathway stresses the importance of the Scholarship of Discovery and Integration, in addition to accepted roles as clinical teachers. The Clinician-Educator pathway stresses achievement in the scholarships of Teaching and Application as a primary academic focus.

There are also two non-clinician designated academic pathways: the Research pathway and the Educator pathway. These pathways stress achievement in the Scholarship of Discovery (Research pathway), and the Scholarship of Teaching (Educator pathway).

Clinician-Investigator Pathway.

1. Assistant Professor

Faculty members at this rank will demonstrate the clear potential for achievement and the capacity for productivity in the areas of Scholarship of Application (clinicians), Discovery (investigators), and Teaching.

Scholarly achievement and the capacity for professional growth are the important criteria for the renewal of an appointment and promotion. Innovation, originality, creativity and peer recognition of achievement are the key elements considered in the evaluation process. Professional recognition shall be assessed by appropriate peer acknowledgement of faculty achievements.

1.1 Achievement in Discovery and/or Integration requires demonstration by the faculty member of the ability to successfully conceive, execute and report on research.

1.2 Achievement in Teaching requires that the individual have the skills for the effective transfer of knowledge and the ability to lead students to think critically and purposefully. Faculty must provide evidence of having achieved teaching skill at Level One for renewal of appointment at this rank and consideration for promotion. Shared teaching in other Departments or Programs when approved by the Chair will be equated with instructional activities in the Department of primary appointment.

1.3 Achievement in Application will be primarily demonstrated by professional service and clinical service as appropriate.

1.4 To be appointed at the Assistant Professor level, the individual will have appropriate degrees and training and must be privileged in their hospitals. An Assistant Professor must be

eligible for board certification in his or her primary specialty and, if appropriate, will seek advanced certification or other special qualifications.

1.5 Institutional Citizenship is evaluated by active participation on Department or institutional committees.

2. Associate Professor

Faculty members at this rank will have demonstrated the clear capacity for sustained achievement and productivity in teaching, research, professional service and clinical service as appropriate.

Eligibility for promotion to the rank of Associate Professor typically requires at least four years of experience at the Assistant Professor level. Candidates for Associate Professor must meet and exceed all of the criteria outlined for the rank of Assistant Professor. Peer recognition of scholarly achievements is an essential criterion for appointment at or advancement to the rank of Associate Professor. Peer recognition at this rank includes evidence of an established reputation beyond the parent institution within the individual's discipline, area of interest, or specialty.

2.1 Scholarship of Discovery and/or Integration

This rank requires evidence of continuing research productivity through competency in independent research activities or as a major contributor in collaborative research that leads to the acquisition of new knowledge or the integration of knowledge. Although most candidates will have produced more, a minimum of five peer-reviewed publications or their equivalent based primarily on the contributions of the candidate is expected. It is recognized that for uniformed faculty, military and institutional service obligations may interrupt research activities and diminish productivity. Documentation of these events should be provided and will be considered in the overall evaluation of the faculty member's performance in this area of scholarship.

2.2 Scholarship of Teaching

This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge and to lead students to think critically and purposefully. Faculty must provide evidence of developing and achieving some teaching skill at Level Two.

2.3 Scholarship of Application

Candidates for appointment or promotion to the rank of Associate Professor in the Clinician-Investigator pathway must have an outstanding record of patient care. Clinical faculty must consistently demonstrate diligence and excellence in the care of patients. They must have evidence of peer recognition of their clinical skills and patient care activities. Particularly as they relate to SOM activities, the current status of professional credentials and clinical privileges should be described. Clinical competence, including clinical knowledge and humanistic skills,

should be described in supporting letters from the Department Chair, Division Head, and faculty members within the organization. Professional service demonstrating involvement at the institutional and broader academic and professional community level is expected. Evidence of participation in appropriate professional organizations is required for all candidates.

Applicable board certification or subspecialty certification is required for faculty with clinical responsibilities.

2.4 Institutional Citizenship

This rank requires evidence of leadership of, or major contributions to, the activities of USU, SOM, and/or affiliated hospital departmental and institutional committees and/or mission-related administrative functions.

3. Professor

3.1 Promotion to the rank of Professor is the highest academic recognition of the SOM and is reserved for those members of the faculty who have demonstrated outstanding achievement in the three areas of scholarship required for this pathway. Although it is not based solely on length of service or time in rank, it typically requires at least four years at the Associate level. Professors exceed all applicable criteria outlined for the rank of Associate Professor and have considerable time and experience in rank, additional publications, and evidence of substantial scholarly activity, institutional citizenship, and professional recognition.

The candidate for Professor will be judged, in large measure, on the basis of the dissemination of their professional writings and other forms of professional communication. This evaluation will consider quality; quantity, with close scrutiny as to level of contribution, and evidence of "community" impact based on appropriate peer evaluation.

3.2 Scholarship of Discovery and/or Integration

The research performance of a candidate for Professor must serve as a standard of excellence for colleagues. The candidate must demonstrate conclusive evidence of continuing, productive, and independent research achievement, or leadership in collaborative research activities, and/or integration of knowledge. Although most candidates will have produced more, a minimum of fifteen peer-reviewed publications based primarily on the contributions of the candidate is expected for this rank. The level of achievements and potential should be commensurate with a significant academic career experience.

3.3 Scholarship of Teaching

The teaching performance of a candidate for Professor must serve as a standard of excellence for colleagues. Achievement of Level Two teaching is required for the rank of Professor. Achievement of Level Three will be a requirement for those faculty members whose primary area of the Scholarship of Discovery and/or Integration is educational research.

3.4 Scholarship of Application

Through professional service, the candidate for the academic rank of Professor must demonstrate excellence as a professional role model for peers and students. Professional service demonstrated by outstanding peer recognition includes, but is not limited to the following: selection to serve in a major academic administrative role at USU or one of its affiliated teaching or research facilities; leadership and continued service on the study sections of federal granting, scientific, or health care review agencies; holding office or selective committee membership in national/international, military, public health, scientific, or health care organizations; service on editorial boards of scientific or scholarly clinical journals; leadership in the operation, development, and improvement of the DoD, VA, or HHS health care systems; serving as the consultant or advisor to a Surgeon General; leadership role in a federal agency with responsibilities relevant to health, or special recognition awards by national organizations for distinguished achievement in clinical medicine, biomedical science, public health, or health policy.

Clinical faculty at the rank of Professor must set the standards of excellence for clinical service and must demonstrate a scientific and scholarly approach in a major field of clinical medicine. They must provide the highest quality patient care in their chosen specialty. Attainment of increased administrative responsibility will be considered as only one aspect of this requirement.

3.5 Institutional Citizenship

Requires evidence of leadership in the policymaking and other committees of the candidate's Department, School, health care or research facility, uniformed Service, or USU.

Clinician-Educator Pathway.

1. Assistant Professor

Faculty members at this rank will demonstrate the clear potential for achievement and the capacity for productivity in the scholarships of teaching and application.

Scholarly achievement and the capacity for professional growth are the important criteria for the renewal of an appointment and promotion. Innovation, originality, creativity, and peer recognition of achievement are the key elements considered in the evaluation process. Professional recognition shall be assessed by appropriate peer review of faculty achievements.

1.1 Achievement in Teaching requires that the individual have the skills for the effective transfer of knowledge and the ability to lead students to think critically and purposefully. Faculty must provide evidence of having achieved teaching skill at Level One for renewal of appointment at this rank and consideration for promotion. Shared teaching in other Departments or Programs when approved by the Chair will be equated with instructional activities in the Department of primary appointment.

1565 1.2 Achievement in Application will primarily be demonstrated by professional service
1566 and clinical service as appropriate.

1567
1568 1.3. To be appointed at the Assistant Professor level, the individual will have appropriate
1569 degrees and training, and if involved or anticipated to be involved in direct patient care, must be
1570 privileged in affiliated hospital(s). An Assistant Professor must be eligible for board certification
1571 if offered in his or her primary specialty and, if appropriate, will seek advanced certification or
1572 other special qualifications.

1573
1574 1.4 Institutional Citizenship is evaluated by active participation on Department or
1575 institutional committees.

1576 2. Associate Professor

1577
1578 Faculty members at this rank will have demonstrated the clear capacity for sustained
1579 achievement and productivity in teaching, clinical activities, and other professional service.

1580
1581 Eligibility for promotion to the rank of Associate Professor typically requires at least four
1582 years of experience at the Assistant Professor level. Candidates for Associate Professor must
1583 meet and exceed all of the criteria outlined for the rank of Assistant Professor. Peer recognition
1584 of scholarly achievements is an essential criterion for appointment at, or advancement to, the
1585 rank of Associate Professor. Peer recognition includes evidence of an established reputation
1586 beyond the parent institution within the individual's discipline, area of interest, or specialty.

1587 2.1 Scholarship of Teaching

1588
1589 This rank requires demonstrated evidence of the skills necessary to effectively transfer
1590 knowledge and the ability to lead students to think critically and purposefully. Faculty must
1591 provide evidence of developing and subsequently achieving teaching skill at Level Two.
1592 Attainment of Level Two will be necessary prior to consideration for promotion to Professor.

1593 2.2 Scholarship of Application

1594
1595 Candidates for appointment or promotion to the rank of Associate Professor in the
1596 Clinician-Educator track must have an outstanding record of patient care or an outstanding
1597 record of professional service activities that influence direct patient care. Clinical faculty must
1600 consistently demonstrate diligence and excellence in the care of patients. They must have
1601 evidence of peer-based recognition of their clinical skills and patient care activities.

1602
1603 For candidates providing direct patient care particularly as they relate to SOM
1604 activities, the current status of professional credentials and clinical privileges should be
1605 described. Clinical competence, including clinical knowledge and humanistic skills, should be
1606 described in supporting letters from the Department Chair, Division Head, and faculty members
1607 within the organization.

Professional service demonstrating involvement at the institutional and broader academic and professional community level is expected. Evidence of participation in appropriate professional organizations is required for all candidates. Applicable board certification or subspecialty certification is required for faculty with clinical responsibilities.

2.3. Institutional Citizenship

Evidence of leadership of, or major contributions to, the activities of USU, SOM and/or hospital departmental and institutional committees, and/or mission-related administrative functions is required.

3. Professor

3.1. Promotion to the rank of Professor is the highest academic recognition of the SOM and is reserved for those members of the faculty who have demonstrated outstanding achievement in the two areas of scholarship required for this pathway. Although it is not based solely on length of service or time in rank, it typically requires at least four years at the Associate level. Professors exceed all applicable criteria outlined for the rank of Associate Professor and have considerable time and experience in rank, additional publications or their equivalents, and evidence of substantial scholarly activity, institutional citizenship and professional recognition.

The candidate for Professor will be judged, in large measure, on the basis of the dissemination of his/her work through a close evaluation of their professional writings and other forms of professional communication. To attain the rank of Professor in the Clinician-Educator Pathway, the candidate must present evidence of advanced scholarship in the areas of Teaching and Application. This evaluation will primarily consider quality and the extent of dissemination of the work, with a careful evaluation of evidence of "community" impact based on appropriate peer evaluation. The number of materials presented for evaluation should be of sufficient quantity to provide a solid basis for a comprehensive consideration of the candidate's contributions.

3.2 Scholarship of Teaching

The teaching performance of a candidate for Professor must serve as a standard of excellence for colleagues. Professors are expected to be accomplished teachers who have actively shared their learned skills in the art of medical and graduate education with less experienced faculty. The teaching performance of a candidate for Professor must serve as a standard of excellence for colleagues. Achievement of Level Three teaching is required for the rank of Professor.

3.3 Scholarship of Application

Clinical faculty at the rank of Professor must set the standards of excellence for clinical service and must demonstrate a scientific and scholarly approach in a major field of clinical medicine. They must provide the highest quality patient care or professional service influencing patient care in their chosen specialty. Attainment of increased administrative responsibility will be considered as only one aspect of this requirement.

The candidate for the academic rank of Professor must demonstrate excellence as a role model for peers and students through professional service. Professional service demonstrated by outstanding peer recognition includes, but is not limited to the following: development and dissemination of peer-accepted clinical practice guidelines; selection to serve in a major educational or clinical care-related administrative role at USU (or other academic institution) or one of its affiliated teaching or research facilities; leadership and continued service on education or health care review agencies; holding office or selective committee membership in national/international, education, military, or public health scientific or health care organizations; service on editorial boards of scholarly clinical journals; leadership in the operation, development, and improvement of the DoD, VA, or HHS health care systems; serving as the consultant or advisor to a Surgeon General; leadership role in a federal agency with responsibilities relevant to health; or special recognition awards by national organizations for distinguished achievement in clinical medicine, biomedical science, public health, or health policy.

3.4 Institutional Citizenship

Evidence of leadership in the educational or clinical care policymaking and other committees of the candidate's Department, School, health care or research facility, uniformed service, or USU is required.

Research Pathway.

Individuals holding a faculty position within the Research pathway will have their academic titled preceded by the modifier Research.

1. Assistant Professor

Faculty members at this rank will demonstrate the clear potential for achievement and the capacity for productivity in scholarship of Discovery. Potential for achievement in Integration is considered relevant.

Scholarly achievement and the capacity for professional growth are the important criteria for the initial appointment, renewal of appointment, and promotion. Innovation, originality, creativity and peer recognition of achievement are the key elements considered in the evaluation process. Professional recognition shall be assessed by appropriate peer recognition of faculty achievements.

1.1 Achievement in Discovery and/or Integration requires the demonstration by the faculty member of the ability to successfully conceive, execute, and report on research; develop a personal research productivity plan/program approved by the Department of record; and as determined by the Department, apply for intramural and extramural funding.

1.2 If teaching activities are required by the Department or Program, achievement of Level One Teaching is the minimum requirement for this rank. Achievement in Teaching also requires that the individual have the skills for the effective transfer of knowledge and the ability

to lead students to think critically and purposefully. Shared teaching in other Departments or Programs when approved by the Chair will be equated with instructional activities in the Department of primary appointment.

1.3 Achievement in Application as appropriate will primarily be demonstrated by professional service.

1.4 Institutional Citizenship if required by the Department will be evaluated by active participation on Departmental or institutional committees.

2. Associate Professor

Faculty members at this rank will have demonstrated the clear capacity for sustained achievement and productivity in the Scholarship of Discovery. Achievement in Integration is considered important. Eligibility for promotion to the rank of Associate Professor typically requires at least four years of experience at the Assistant Professor level. Candidates for Associate Professor must meet and exceed all of the criteria outlined for the rank of Assistant Professor. Peer recognition of scholarly achievements is an essential criterion for appointment at, or advancement to, the rank of Associate Professor. Peer recognition includes evidence of an established reputation beyond the parent institution within the individual's discipline, area of interest, or specialty.

2.1. Scholarship of Discovery and/or Integration

This rank requires evidence of continuing research productivity through competency in independent research activities or as a major contributor in collaborative research that leads to the acquisition of new knowledge or the integration of knowledge. A minimum of five peer-reviewed publications, or their equivalent, based primarily on the contributions of the candidate is expected. The candidate must provide evidence of his/her efforts to generate and sustain financial support for their research.

2.2. Scholarship of Teaching

If required by the Department, achievement of Level One Teaching is a minimum requirement for this rank. This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge and the ability to lead students to think critically and purposefully.

2.3. Scholarship of Application

Professional service demonstrating involvement at the institutional and broader academic and professional community level is expected. Evidence of participation in appropriate professional organizations is recommended for all candidates.

2.4. Institutional Citizenship

Institutional citizenship, if required by the Department, will be evaluated by active participation on departmental or institutional committees.

3. Professor

Promotion to the rank of Professor is the highest academic recognition of the SOM and is reserved for those members of the faculty who have demonstrated outstanding achievement in the Scholarship of Discovery and Integration. Although it is not based solely on length of service or time in rank, it typically requires at least four years at the Associate level. Professors exceed all applicable criteria outlined for the rank of Associate Professor and have considerable time and experience in rank, additional publications, and evidence of substantial scholarly activity and professional recognition.

The candidate for Professor will be judged in large measure, on the basis of the dissemination of his/her work through a close evaluation of their professional writings and other forms of professional communication. This evaluation will consider quality, quantity with close scrutiny as to level of contribution, and evidence of "community" impact based on appropriate peer evaluation.

3.1 Scholarship of Discovery and/or Integration

The candidate must demonstrate conclusive evidence of continuing, productive, and independent research achievement or leadership in collaborative research activities and/or integration of knowledge. The level of achievements and potential should be commensurate with a significant academic career experience. A minimum of fifteen peer-reviewed publications or their equivalent based primarily on the contributions of the candidate is expected for this rank. The research performance of a candidate for Professor must serve as a standard of excellence for colleagues. Evidence of the acquisition of continuing and current funding support for research is an important consideration for promotion to Professor.

3.2 Scholarship of Teaching

If required by the Department, mastery of Level One Teaching is a minimum requirement for this rank. This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge and the ability to lead students to think critically and purposefully.

3.3 Scholarship of Application

Through professional service, the candidate for the academic rank of Professor must demonstrate excellence as a professional role model for peers and students. Professional service demonstrated by outstanding peer recognition includes, but is not limited to, selection to serve in a major research policy-making role at USU or one of its affiliated research facilities; leadership and continued service on the study sections of federal granting, scientific, or health care review agencies; holding office or selective committee membership in national/international, military, or

public health scientific or health care organizations; service on editorial boards of scientific or scholarly research journals; leadership in the operation, development, and improvement of the DoD, VA, or HHS research systems; or special recognition awards for distinguished achievement.

3.4 Institutional Citizenship

This rank requires evidence of leadership in the research policymaking and other research. The Educator Pathway within the tenure-ineligible track provides Departments within the committees of the candidate's Department, School, health care or research facility, uniformed service, or USU.

Educator Pathway.

SOM with the mechanism to appoint billeted faculty with an unmodified academic rank for the purpose of meeting advanced educational requirements, engaging primarily in direct Scholarly Teaching, developing the competencies of Scholarly Teaching within the faculty of their specific Departments, serving as a Scholarly Teaching resource for the SOM as a whole, and conducting appropriate active research toward the advancement of the Scholarship of Teaching.

Appointments to the Educator Pathway are appropriate only for the performance of Scholarly Teaching, advancement of the Scholarship of Teaching, and other educational responsibilities. Faculty members with Educator Pathway appointments will devote the preponderance of their effort to Scholarly Teaching, advancement of the Scholarship of Teaching, and mission-specific, education-related activities. The extent and significance of contributions to the teaching and educational productivity of the Department, other faculty, and students will be the primary consideration for the initial appointment and promotion. While these faculty members will engage in appropriate institutional citizenship and professional service activities, their major responsibility will be teaching, the advancement of the Scholarship of Teaching, and the development and maintenance of productive educational programs.

1. Associate Professor

This is the entry level academic rank for faculty within the Educator Pathway. Faculty members at this rank will have demonstrated the clear capacity for sustained achievement and productivity in Scholarly Teaching and initial work in the advancement of the Scholarship of Teaching.

Eligibility for appointment to the rank of Associate Professor typically requires at least four years of experience within the professional academic teaching environment. There must be demonstrated evidence of the skills necessary to effectively transfer knowledge and the ability to lead students to think critically and purposefully. In accordance with this requirement, candidates for Associate Professor must meet all Level Two teaching criteria. Peer recognition includes evidence of an established teaching reputation within the parent institution in the individual's discipline, area of interest, or specialty.

Appointment to this pathway will require three letters of evaluation. One of these letters must be from an external individual who is directly familiar with the contributions of the candidate to the Scholarship of Teaching as demonstrated by publications, participation in recognized educational associations and organizations, and Scholarship of Teaching contributions disseminated through educational media portals. If the candidate is from the USU SOM, one letter in addition to the Chair's recommendation must come from an internal source (e.g., course director, program director, clerkship director) that is directly familiar with the performance by the candidate of Scholarly Teaching. These reviews will be based on the established USU SOM criteria defining Level One and Level Two teaching. For an internal USU candidate, letters from external sources will address direct observation of Scholarly Teaching activities through participation in Level Two teaching activities, such as Grand Rounds, UGME, GME and CME activities. For an external candidate, one letter must be from the candidate's immediate supervisor, who has the primary responsibility to evaluate the Scholarly Teaching performance of the candidate. The remainder of the letters must be from individuals with direct knowledge of the candidate's teaching performance and any contributions to the Scholarship of Teaching through presentations or disseminated materials as it could be described in the faculty member's teaching portfolio.

2. Professor

Promotion to the rank of Professor is the highest academic recognition of the SOM and is reserved for those members of the faculty who have demonstrated sustained and outstanding achievement in the Scholarship of Teaching including demonstrated accomplishments of an appropriate representation of Level Three teaching activities. It is not based solely on length of service or time in rank. Professors exceed all applicable criteria outlined for the rank of Associate Professor and have considerable time and experience in rank, peer-reviewed publications or their equivalents, and evidence of substantial scholarly activity, institutional citizenship and professional recognition.

The candidate for Professor will be judged, in large measure, on the basis of the dissemination of their work through a close evaluation of their professional writings and other forms of professional communication. To attain the rank of Professor in the Educator Pathway, the candidate must present evidence of sustained work in the advancement of the Scholarship of Teaching. This evaluation will primarily consider quality and the extent of dissemination of the work with a careful evaluation of evidence for "community" impact based on appropriate peer evaluation. The number of materials presented for evaluation should be of sufficient quantity to provide a solid basis for a comprehensive consideration of the candidate's contributions.

The Scholarly Teaching performance of a candidate for Professor must serve as a standard of excellence for colleagues. Professors are expected to have actively shared their learned skills in the art of Scholarly Teaching and the use of relevant products as well as suggestions for scholarly approaches to medical and graduate teaching, with less experienced faculty. Clearly demonstrable sustained achievement of Level Three Teaching criteria are required for the rank of Professor.

1885 Appointment to this pathway will require five letters of evaluation. Four of these letters
1886 must be from external individuals who are directly familiar with the contributions by the
1887 candidate to the Scholarship of Teaching as demonstrated by publications, participation in
1888 recognized educational associations and organizations, and Scholarship of Teaching
1889 contributions disseminated through educational media portals. At least one letter must come
1890 from the candidate's immediate supervisor, who has the primary responsibility to evaluate the
1891 candidate's Scholarly Teaching performance and contributions to the Scholarship of Teaching.
1892 Performance criteria for this rank include demonstrated and documented efforts to acquire and
1893 succeed in the acquisition of funds and grants for educational purposes as it could be described in
1894 the faculty member's teaching portfolio.
1895

1896 **F. Edward Hébert School of Medicine**
1897 **Policies for the Academic Administration of the Faculty**
1898

1899 **SECTION 4: Procedures for Appointment and Promotion Review**
1900 ***of Faculty (See also USU Instructions 1100 and 1107)***
1901

1902 **ABSTRACT**
1903

1904 This section outlines the policies and procedures for the review of Faculty members of the F.
1905 Edward Hébert School of Medicine for appointment, promotion and the granting of tenure.
1906 Where conflicts with this Instruction exist, Instructions 1100, 1107 or applicable Federal and
1907 DoD procedures control.
1908

1909 **A. Policies and Procedures for Initial Appointment or Renewal of Appointment in the**
1910 **Tenure-Ineligible Track.**
1911

1912 Civilian billeted paid faculty appointments in the tenure-ineligible track shall be for the
1913 duration specified in the initial appointment document, Notification of Personnel Action,
1914 Standard Form (SF) 50-B.
1915

1916 1. The initial appointment, regardless of academic rank, for full-time USU, SOM billeted
1917 paid civilian faculty members in this track will be for up to two years. Appointments may be
1918 renewed for up to one year with no limit on the number of renewals.
1919

1920 2. The initial appointment, regardless of academic rank, for non-billeted non-paid civilians
1921 in the tenure-ineligible track will be for up to three years and the effective date will be
1922 established by the CHR. These appointments may be renewed for a period of up to three years
1923 with no limit on the number of renewals. These appointments are subject to satisfactory periodic
1924 reviews to occur at intervals of no less than every three years, as determined by the appropriate
1925 SOM Department Chair.
1926

1927 3. All initial appointments at the rank of Instructor or Assistant Professor, will be initiated
1928 and completed in the USU authorized online appointment system. These appointments will be
1929 routed through the appropriate Department Chair (or a single designee of the Department Chair)
1930 for electronic approval or disapproval and then subsequently through CHR for coordination and
1931 processing as applicable. All electronic approvals will be accepted as signatures. For billeted
1932 civilian paid positions/appointments, an SF-52 must also be initiated and forwarded to CHR to
1933 initiate the recruitment process.
1934

1935 4. A faculty member whose initial appointment was in the tenure-ineligible track may apply
1936 for transfer into a tenure-eligible track position provided that a position is available. The transfer
1937 request must be initiated by the Department Chair with the concurrence of the Dean. The request
1938 will include a recommendation as to the extent of the probationary period that has been satisfied
1939 by time spent in the tenure-ineligible track position. The CAPT must review the request and
1940 provide a recommended action to the Dean for approval or disapproval. If the action includes a

request for a promotion and/or the granting of tenure, the relevant policies described in this Instruction will apply.

5. SOM faculty holding tenure-ineligible track appointments that are not granted transfer to the tenure-eligible track may apply for an advertised tenure-eligible track position. The probationary period for the tenure-eligible track position will begin at the start of the new appointment.

6. Renewal of an appointment of tenure-ineligible civilian or uniformed faculty to a given academic rank requires that the individual meet the requirements for that academic rank as specified in this Instruction, and has shown appropriate performance in his or her required areas of scholarly activity and service. Renewal of an appointment of tenure-ineligible track faculty will not occur with a reduction in academic rank, unless agreed to in writing by the faculty member.

7. Written notification of non-renewal of appointment is not required for individuals in the tenure-ineligible track. For billeted faculty and academic staff in the tenure-ineligible track, the SF 50-B will specify the last day of employment. Faculty and academic staff in the tenure-ineligible track are not eligible to receive a terminal year appointment.

8. Subject to a request from the appropriate Chair and approval by the CAPT and the Dean, non-billeted civilian or military faculty who separate or terminate their appointments upon leaving the University and are returning to USU as a non-billeted faculty member ordinarily will be re-appointed at an academic rank not less than that previously held. This action does not require review by the CAPT, BOR, or President, USU. If the appointment is for a proposed academic rank higher than the rank held at the time of departure from the USU, CAPT and Dean review is required as well as approval by the President, USU. This rule does not apply to individuals who held an appointment while in a non-billeted status and are seeking a new billeted civilian appointment. These individuals must comply with the regulations concerning new civilian appointments.

B. Policies and Procedures for Initial Appointment or Renewal of Appointment in the Tenure-Eligible Track.

1. Appointment at the Rank of Assistant Professor

1.1 The initial appointment at the rank of Assistant Professor in the tenure-eligible track will be for three years. Tenure-eligible faculty may hold this rank in the SOM for nine years (one initial three-year term probationary appointment plus two renewable three-year term probationary appointments). The probationary period for an individual hired as an Assistant Professor will be nine years, regardless of subsequent promotion to Associate Professor.

1.1.1 The tenure-eligible track probationary period begins on the effective date of the initial appointment. All deadlines for renewal and tenure actions will be based on the effective date of the initial appointment. The Department Chair is required, not later than 90 calendar days prior to the date the employee's probation period ends, to notify the faculty member and

1987 recommend to the Dean, SOM, either renewal of another three-year probationary term or
1988 non-renewal. A tenure-eligible track faculty member who is denied renewal, tenure, or not
1989 recommended for promotion at the end of the three and six-year probationary period is not
1990 entitled to a terminal year. A tenure-eligible track faculty member who is denied tenure, or not
1991 recommended for promotion at the end of the nine-year probationary period will be given a
1992 single one-year terminal appointment. If proper notification is not given at least 90 calendar
1993 days prior to the date the employee's probationary period ends, then the relevant guidance and
1994 procedures in USU Instruction 1100 (*Reference (b)*) will apply.

1995
1996 1.2 The existence of an available tenure position does not afford any assurance that the
1997 probationary candidate for that position will receive tenure unless the candidate fully meets the
1998 criteria for tenure at the time of final review.

2000 2. Appointment at the Rank of Associate Professor

2001 2.1. Initial appointment as Associate Professor in the tenure-eligible track will be for a
2002 term of four years. This appointment is not renewable.

2003 2.2. The tenure-eligible track probationary period begins on the effective date of the
2004 initial appointment as specified in the SF 50-B. All deadlines for granting tenure will be based
2005 on the initial effective date of the appointment. The Department Chair is required, not later than
2006 90 calendar days prior to the date the employee's probationary period ends, to submit a
2007 recommendation to the Dean and faculty member concerning the granting of tenure based on the
2008 policies described in Section 4 of this Instruction. Failure of the individual to obtain tenure will
2009 result in non-renewal of their appointment and a single one-year terminal appointment. If proper
2010 notification is not given at least 90 calendar days prior to the date the employee's probationary
2011 period ends, then the relevant guidance and procedures in USU Instruction 1100 (*Reference (b)*)
2012 will apply.

2013
2014 2.3. Initial appointment to the rank of Associate Professor for a candidate who has not
2015 previously served in an academic institution is an unusual event and must reflect the equivalence
2016 of previous professional activity, experience, achievement, responsibility and stage of
2017 professional development with the qualifications of other candidates who were successfully
2018 promoted from Assistant Professor to Associate Professor, either from within the USU SOM or
2019 from other universities. Considerable academic or professional experience beyond the level that
2020 would warrant an appointment as Assistant Professor must be demonstrated.

2022 3. Transfer from Tenure-eligible to Tenure-ineligible Track

2023
2024 During the probationary period, the faculty member may choose to remain in the tenure-
2025 eligible track, request to transfer to the tenure-ineligible track, or leave the USU SOM. Transfer
2026 from the tenure-eligible track to the tenure-ineligible track will be permitted only if there is a
2027 position available and by written agreement between the faculty member and the Department
2028 Chair. The request will be sent to the Dean for final approval or disapproval. Transfer from
2029 tenure-eligible track to tenure-ineligible track shall only be permitted before the sixth year
2030 anniversary of the faculty member's initial appointment date. A tenure-eligible track faculty

member who transfers to the tenure-ineligible track is prohibited from reentering the tenure-eligible track in the SOM.

4. Terminal Year Appointment

A terminal appointment will be for the duration of one year and will become effective on the day after the employee's probationary period ends. (See Section 4. B above for notification procedures).

5. Reinstatement of Tenure-eligible or Tenure-ineligible Track Billeted Civilian Faculty

Civilian faculty who have separated from the SOM and reapply for a SOM faculty position within five years from the date they separated may be appointed to the academic rank they previously held (or a lower rank). This action does not require review by the CAPT, BOR, or President, USU. If the appointment is for a proposed academic rank higher than the rank held at the time of separation from USU, CAPT and Dean reviews are required as well as approval by the President, USU.

C. Terms and Conditions of Appointments.

1. The terms and conditions of appointments shall be in compliance with Federal, DoD, and USU appointment regulations and procedures. Each appointment action shall be officially documented by a Notification of Personnel Action, SF 50-B and/or other written documentation. Time-limited appointments must have a NTE date established at the time of the appointment. The NTE date shall constitute the last day of employment, unless otherwise specified in writing. The SF 50-B shall indicate the approved academic track (tenure-eligible or tenure-ineligible track).

2. A copy of the SF 50-B and/or other written documentation shall be provided to the employee. Failure of an employee to receive this documentation cannot be grieved through the Faculty Grievance Committee.

3. Any subsequent extensions or modifications of an appointment shall be documented by an SF 50-B and/or in writing and copies shall be provided to the employee. Failure of an employee to receive this documentation cannot be grieved through the Faculty Grievance Committee.

4. Secondary Appointments

4.1. Secondary appointments at the rank of Instructor or Assistant Professor will be initiated and completed in the USU authorized online appointment system as distinct requests routed through the department requesting the secondary appointment to the CHR for processing as applicable. In the system, the secondary Department Chair will designate as such "secondary."

4.2 A Department Chair or Interdisciplinary Program (IP) Director may offer a secondary

2077 appointment at or lower than the rank of the primary appointment with the concurrence of the
2078 Chair of the primary Department. These actions require CAPT concurrence. A secondary
2079 appointment in a different School within the USU also requires the concurrence of the Chair of
2080 the primary Department. Requests to the primary Department Chair for such appointments must
2081 delineate the associated duties and responsibilities. The only letters of evaluation required for a
2082 secondary appointment are from the appropriate Department Chairs and division or section
2083 heads. These letters will include the basis for the requested appointment, including all
2084 supporting documentation. Secondary appointments are not tenured. Secondary appointments at
2085 the approved academic rank will be for the duration of the individual's employment at USU,
2086 unless rescinded by the nominating Department Chair or Dean. Revocation of a secondary
2087 appointment cannot be grieved through the Faculty Grievance Committee.

2088
2089 **D. Policy and Procedures for Promotions in both the Tenure-Eligible and Tenure-**
2090 **Ineligible Tracks.**

2091
2092 The promotion process is intended to recognize and reward ongoing professional growth and
2093 achievement. The scholarly achievements, professional service, institutional citizenship
2094 activities, and other professional qualifications required for specific academic ranks are set forth
2095 in this Instruction. Qualification for promotion will not be linked to uniformed title or time in
2096 military rank or Public Health Service rank. Demonstrated conduct of the individual will also be
2097 considered in the promotion review process.

2098
2099 1. The Department Chair or IP Director must annually review all individuals eligible for
2100 promotion and will be the one to initiate any action for promotion.

2101
2102 All PROMOTIONS from Instructor to Assistant Professor are completed by submitting a new
2103 and distinct application in the USU authorized online appointment system with updated forms.
2104 The Department Chair will designate this action as a promotion. The appointment and
2105 promotion processes shall begin at the Department or Interdisciplinary Graduate Program (IP)
2106 level (inter-departmental or center-based). Appointment and promotion actions originating from
2107 an interdisciplinary graduate program require the consent of the interdisciplinary graduate
2108 program's designated parent department Chair, in writing, to initiate an appointment or
2109 promotion action. The parent departments for each program are as follows: Microbiology for
2110 Emerging Infectious Diseases, Anatomy, Physiology & Genetics, for Neuroscience,
2111 Biochemistry for Molecular & Cell Biology, and Medicine for Health Professions Education.
2112 (Note: For HPE appointments: 1) Tenured Faculty - these faculty employees will remain in their
2113 primary department as they are tenured, and HPE will be their Secondary appointment; 2)
2114 Tenure Eligible Track - HPE could initiate action for the primary appointment as a faculty
2115 member. However, once the employee attains tenure, their primary appointment would have to
2116 be switched to the designated SOM department that could confer tenure for the employee's
2117 specialty, and HPE would become their Secondary appointment; and 3) Tenure Ineligible Track -
2118 HPE could initiate action for a primary appointment as a faculty member.

2119 2. A departmental or IP promotion review committee of at least three faculty members shall
2120 consider faculty presented by the Department Chair or IP Director as candidates for promotion.

The Chair or Director shall appoint a review committee consisting of Professors to review candidates for promotion to the rank of Professor and Professors and Associate Professors to review candidates for promotion to the rank of Associate Professor. In those Departments that do not have at least three faculty at the appropriate rank, the Senior Associate Dean for Academic Affairs, with the concurrence of the Department Chair, will appoint the required number of committee members.

2.1. The promotion review committee is advisory to the Department Chair or IP Director.

2.2. The promotion review committee shall consider the qualifications and criteria described in Sections 1 and 3 of this Instruction.

2.3. The promotion review committee may consider the opinions of junior faculty members and, when appropriate, residents and students.

2.4. The promotion review committee will make a recommendation for or against promotion and for or against tenure. It shall be based on the attainment of qualifications and not upon length of service or rank, although length of service/rank may be considered.

2.5. All full-time billeted faculty members with ranks equivalent to, or higher than, the rank sought by the candidate, must receive notice of the proposed promotion from the Chair or their delegate and may be requested to provide written comments to the departmental or IP promotion review committee.

3. Procedures Post-Department Level Review

3.1. A positive recommendation by the Department Chair requires submission of credentials as set forth in the Content of Appointments, Promotion, and Tenure of Faculty Document for the evaluation of a promotion-eligible faculty member by the CAPT and will be forwarded via CHR to the CAPT.

3.2. A negative recommendation by the Department Chair requires the Department Chair to prepare a Memorandum for the Record containing material comparable to that required by the CAPT in the Content of Appointments, Promotion, and Tenure of Faculty Document. **THIS ACTION WILL BE FORWARDED TO CHR BUT NOT TO THE CAPT.** A copy of the Chair's memorandum will be provided to the faculty member. **ONLY POSITIVE RECOMMENDATIONS BY THE DEPARTMENT CHAIR WILL BE FORWARDED VIA CHR TO THE CAPT.**

3.2.1 The Department Chair shall note in his/her recommendation all views concerning the candidate and will comment on the merits or any expressed concerns in the Chair's Letter or Memorandum.

3.2.2 A faculty member may discuss and review negative promotion or tenure decisions with the Senior Associate Dean for Faculty Affairs (ADF) who will serve as an ombudsman.

2167
2168 4. Tenure Level Promotion: When promotion involves a tenure decision, the additional
2169 criteria set forth in section 2 of this Instruction pertaining to Faculty Appointments:
2170 Assignments, Titles, Tracks, Pathways, and the Granting of Tenure shall apply.
2171

2172 5. The Department Chair shall notify the faculty member in writing of the promotion
2173 decision. For tenure-eligible faculty, the Department Chair shall notify the candidate in writing
2174 of the tenure decision. If tenure is denied to a candidate who has served on the faculty for nine
2175 consecutive years after initial appointment as an Assistant Professor, or four consecutive years
2176 after initial appointment as an Associate Professor, the Department Chair shall advise the
2177 individual in writing not later than 90 calendar days prior to the date his/her probationary period
2178 ends that their appointment will not be renewed, and shall terminate at the end of his/her one-
2179 year terminal appointment. If proper notification is not given at least 90 calendar days prior to
2180 the date the employee's probationary period ends, then the relevant guidance and procedures in
2181 USU Instruction 1100 (*Reference (b)*) will apply.
2182

2183 **E. Procedure for Appointment of Clinical Department Faculty Members Primarily**
2184 **Performing Teaching in a Department Outside of Their Specialty.**
2185

2186 1. For clinicians billeted at hospitals with no medical education programs in their primary
2187 specialty the process to obtain a faculty appointment is as follows.
2188

2189 1.1 The department benefitting from the prospective faculty member's teaching and/or
2190 scholarly work will write a letter of support summarizing the extent and quality of the
2191 candidate's contributions. This letter, along with a current Curriculum Vitae (CV), is submitted
2192 to the department that administrates faculty appointments in the candidate's primary specialty.
2193

2194 1.2 The Department Chair of the primary appointing department will coordinate further
2195 appointment and promotion actions consistent with this instruction. The content of the package
2196 for appointment is otherwise identical.
2197

2198 1.3 In addition, a secondary appointment may be offered by the department that directly
2199 benefits from the candidate's teaching.

**F. Edward Hébert School of Medicine
Policies for the Academic Administration of the Faculty**

**SECTION 5: Committee on Appointments, Promotion, and Tenure
Of Faculty**

ABSTRACT

This section describes the CAPT of the faculty and academic staff of the F. Edward Hébert SOM. It reviews the membership, organization, operation, and policies of the CAPT. In addition, it summarizes the required contents of appointment, promotion, and tenure documents and the policy for performance reviews of faculty members.

A. Policy.

Under the authority and direction of USU Instruction 1100 (*Reference (b)*) and with the concurrence of the President, USU, it is SOM policy that there shall be a Committee on Appointment, Promotion and Tenure of the Faculty and it shall follow the guidance as set forth in this Instruction.

B. Functions.

1. Review the recommendations of the Department Chair and departmental search/review committee for appointment, promotion, tenure, or reappointment (if applicable) of individuals to the faculty rank of Associate Professor or Professor for primary appointment. CAPT will review reappointments if the faculty member's separation was for more than five years, or the recommendation is to a higher academic rank than previously held.

2. Review the recommendations of the Department Chair or Interdisciplinary Program (IP) Director for a secondary appointment or promotion of faculty at the rank of Associate Professor or Professor.

3. Determine if the academic rank proposed is consistent with current USU, SOM policy and criteria and establish that the proposed appointee is appropriately recognized by his or her peer group at the level requested.

4. Review the recommendation and report of the department review committee and Department Chair regarding academic qualifications for tenure of eligible faculty members not later than the end of the last probationary year.

5. Review recommendations of the Department Chair concerning faculty sabbatical leave per procedures specified in USU Instruction 1410 (*Reference (d)*).

Approval of a sabbatical request can be granted by the Chair of the CAPT (or Co-chair in the absence of the Chair), and does not require full committee review. Sabbatical actions will be provided as information items at the next scheduled CAPT meeting.

6. Submit in writing to the Dean, a recommendation to approve or deny an appointment, reappointment (if applicable), promotion, tenure, sabbatical leave, or removal of tenure.

C. Membership.

1. The CAPT will consist of nine (9) voting members appointed by the Dean.

Membership shall include seven (7) civilian faculty and two (2) uniformed (active duty) faculty with the unmodified rank of Professor. At least four (4) of the civilian faculty members shall be tenured (at least one tenured MD/DO and at least one tenured PhD). A minimum of four members shall have a terminal degree of MD or DO, and a minimum of four members shall have a terminal degree of PhD, EdD, or PsyD. Distribution with respect to Basic Science vs Clinical Science Department representation for the ninth member will alternate between these categories each time a committee member's term expires. Faculty representatives will be selected from individuals recommended to the Dean by the Faculty Senate, SOM Department Chairs, or Military Treatment Facilities (MTF) educational leaders (Directors of Medical Education, Commanders). A balance of Basic Science and Clinical Science department representatives will be ensured.

2.1 Only in unusual circumstances shall more than one USU billeted faculty member of a department serve as a current member of the CAPT.

2.2. The Senior ADF will provide an orientation for all new members of the CAPT and provide the CAPT with updates in faculty policy. The ADF will serve as a non-voting advisor to the CAPT, and will be available to clarify issues relating to policy defined in this Instruction. The Chair of the CAPT will serve as the point of contact for the ADF.

2.3. Faculty with administrator titles, including but not limited to President, USU, Vice-President, Assistant Vice-President, Dean, Associate Dean, or Assistant Dean shall not serve as members of the CAPT. These individuals shall not attend CAPT meetings except when requested by the committee.

3. Appointment to the CAPT will be for three years with at least two new members appointed each year.

4. It is required that members of the CAPT attend three out of four of the contiguous meetings or be removed from the CAPT.

5. No CAPT member shall serve consecutive terms.

7. In the event of a vacancy, the Dean shall appoint a replacement member of similar category (basic science/clinical science, uniformed/civilian) to complete the term of service.

2288 **D. Organization and Operation.**

2289
2290 1. The CAPT will have a Chair and Co-chair (Chair-elect), one from a Basic Science
2291 Department and one from a Clinical Science Department. The Dean will select a new Chair and
2292 Co-chair (Chair-elect) each year. This appointment will alternate between basic science and
2293 clinical science members. The Chair-elect must have served one year as a member prior to
2294 selection. The Chair and Co-chair will review the faculty submissions from their respective
2295 disciplines (clinical or basic science) prior to presentation at CAPT meetings. This review will
2296 serve to enhance the committee process by ensuring that the necessary documentation and
2297 information is available for the CAPT to take appropriate action. The Chair and Co-chair will
2298 participate in discussion and vote on candidates.
2299

2300 2. The presence of five members shall constitute a quorum for all business.
2301

2302 3. The CAPT may develop and request the Dean to issue supplemental guidelines regarding
2303 the internal process and procedures of the CAPT. Prior to implementation, these proposed
2304 supplemental guidelines will be reviewed by the CAPT, Faculty Senate, selected faculty
2305 consultants, including but not limited to CHR, and the Office of General Counsel (OGC).
2306

2307 **E. Review Policy.**

2308
2309 1. The CAPT has the responsibility to assess the candidate for academic promotion
2310 and, if applicable, the possible award of tenure as described in Section 2 (Granting of
2311 Tenure).
2312

2313 2. In arriving at its recommendation, the CAPT will follow the guidelines, definitions, and
2314 procedures presented in this Instruction and USU Instruction 1100 (*Reference (b)*) and shall
2315 consider all aspects of the candidate's conduct, performance, and scholarly activities as well as
2316 professional services including clinical activities, institutional citizenship, and administrative
2317 accomplishments.
2318

2319 3. The CAPT will determine if the information submitted by the Department is complete and
2320 sufficient to conduct its evaluation. The CAPT may seek further information by making specific
2321 requests to the Department Chair. In areas where the CAPT feels that additional information
2322 concerning a candidate's achievements is necessary, external reviewers may be used. These
2323 reviewers will be selected on the basis of expertise in the candidate's discipline or areas of
2324 achievement. Reviewers will be sent a copy of the candidate's CV and bibliography, a copy of
2325 the candidate's statement of scholarly interests, and copies of the reprints furnished by the
2326 candidate. The CAPT decisions are deferred until all reviewers' responses are acknowledged.
2327 The CAPT may defer consideration of recommendations it considers incomplete or questionable.
2328

2329 **F. Academic Review.**

2330
2331 1. For Appointment of a new faculty member who is being considered for the role of Chair
2332 of a Department (or other highly sought after candidates).
2333

2334 1.1 The Search Committee for a SOM Professor, or Associate Professor may be

constituted as an *ad hoc* equivalent CAPT and will recommend appropriate academic rank and/or tenure as part of the search process.

1.2 The CAPT evaluation will be based on materials collected by the search committee and the Dean's recommendation. No appointment above Assistant Professor can be made without CAPT approval of the academic rank and tenure status. Following a positive action by the CAPT, the Dean shall submit the nomination to the BOR for consideration and the President for final approval.

2. For Appointment of Associate Professors or Professors

2.1 The procedures set forth in this Instruction and USU Instruction 1107 (*Reference (c)*) shall be followed. If this Instruction conflicts with USU Instruction 1107 (*Reference (c)*), 1107 or applicable federal or DoD procedures controls.

2.1.1 If a search committee is established and constituted as an *ad hoc* equivalent CAPT, no further academic review is required.

2.1.2 If the search committee was not constituted as an *ad hoc* equivalent CAPT, then SOM CAPT review of the candidate is required.

2.2 The CAPT shall recommend approval or disapproval of the appointment to the Dean, or may defer consideration pending additional information. The CAPT will provide the Dean with a statement concerning the basis for a disapproval or deferral decision.

2.2.1 If the CAPT recommends disapproval of the appointment, and the Dean disagrees or identifies what is perceived to be a variation from SOM policy in the review process, the Dean may request reconsideration by a memorandum to the CAPT setting forth the basis for the request. The candidate's Department Chair may also request reconsideration by the CAPT in a memorandum to the CAPT setting forth the basis for the request. The Department Chair will be allowed to address the CAPT following submission and review of the memorandum. The CAPT's action on reconsideration is final unless approval is recommended. The CAPT will furnish copies of the final reconsideration to the Dean and CHR.

2.2.2 If the CAPT recommends approval and the Dean disagrees, the Chair of the CAPT and/or the candidate's Department Chair may request reconsideration in a memorandum to the Dean setting forth the basis for the request. The CAPT Chair and/or the Department Chair will be allowed to meet with the Dean following submission and review of the memorandum. The Dean's action on reconsideration is final.

2.2.3 If the CAPT recommends approval and the Dean concurs, the recommendation shall be forwarded to the CHR. CHR shall then forward recommendations for approval of faculty appointments to the BOR for consideration and to the President for final approval.

2.2.4 If both the CAPT and the Dean recommend approval, and the BOR disagrees,

the recommendations with supporting documentation to include the views of the BOR shall be forwarded to the President, USU, for final action.

3. For Appointment of Faculty below the Rank of Associate Professor

3.1 The procedures set forth in this Instruction and USU Instruction 1107 (*Reference (c)*) shall be followed. If this instruction conflicts with USU Instruction 1107 (*Reference (c)*), 1107 or applicable Federal or DoD procedures controls.

3.2 The Department Chair shall forward recommended appointments of all faculty below the rank of Associate Professor to the Dean, SOM, for final action. Review by the CAPT, BOR and President, USU are not required for these appointments. These appointments will be based on the recommendations of the appropriate Department Chair following departmental review. For appointments below the Associate Professor level, notification of all Department faculty members with ranks equivalent to or higher than the rank sought by the candidate through the proposed appointment is not required. A Department Search committee is not required for faculty appointments below the rank of Associate Professor. The Department Chair will specify in his/her appointment request the track and, if appropriate, the pathway for the faculty candidate.

4. For Appointment of Faculty to Emeritus Ranks

4.1 Nominations for an Emeritus appointment originate with the Department Chair or Dean and require the concurrence of the CAPT and DEAN. Subsequently, they need the endorsement of the Board of Regents and the approval of the President. (See also Section 2).

F. Edward Hébert School of Medicine
Policies for the Academic Administration of the Faculty

SECTION 6: Content of Appointments, Promotion and Tenure Documents

A. Policy.

Under the authority and direction of USU Instruction 1100 (*Reference (b)*) and with the concurrence of the President, USU, it is SOM policy that there shall be a standard collection of documents to support academic review of the faculty, including, at a minimum, those outlined in this memorandum.

B. Content of Appointments, Promotion and Tenure Documents.

1. Department Chair's Cover Memorandum:

The Department Chair's cover memorandum to the Dean is an essential part of the documentation. The Department Chair must discuss all relevant aspects of an individual's career, which may include, but are not limited to, activities and achievements not represented in the curriculum vitae and bibliography. Should the qualifications of the proposed appointee differ substantially from the general requirements, the Department Chair must carefully explain the discrepancy in the cover memorandum.

1.2 The cover memorandum should include the following elements:

1.2.1 (1) A statement of the proposed action (appointment, renewal of appointment, reappointment, promotion, and/or the conferral of tenure); (2) the academic track, and if appropriate, the pathway; and (3) a brief summary of the academic history of the nominee, stating the current academic rank and physical location of the individual.

1.2.2 A brief description of the departmental search process for appointments or the departmental review process for promotions. This should include documentation of all applicable university diversity and affirmative action procedures.

1.2.3 Documentation of the applicant's scholarly achievements and a summary of the impact of the candidate's scholarly activities and leadership on achieving departmental, institutional, University, and SOM objectives.

1.2.3.1 It is important that the Department Chair memorandum documents the full range of the applicant's scholarly contributions, including evidence of scholarly activities in the four areas of scholarship as defined in this Instruction.

1.2.3.2 Materials filed by the Department nominating a candidate for promotion to the

academic ranks of Associate Professor or Professor in the tenure or non-tenure-eligible tracks will include a statement from the candidate of no more than two pages describing the direction of the candidate's scholarly work and what the individual feels are his/her most important contributions. This is to be accompanied by a maximum of four reprints of representative published peer-reviewed articles. In the Clinician-Educator pathway for Associate Professor, or Professor, submitted materials may include a teaching portfolio that contains educational or curricular outlines, educational outcomes analysis, syllabi, course content, or other peer-reviewed course or educational program-related writings.

1.2.3.3 The Department Chair will include information concerning the candidate's efforts and status with regard to the acquisition of specific forms of required financial, non-financial, and other types of support necessary for their scholarly activities of Discovery and/or Integration. If necessary, the Chair will describe the types, sources, and requirements for funding unique to the candidate's field of interest to clarify this aspect of a candidate's application.

1.2.3.4 Authorship of peer-reviewed publications and creative works is considered to be an important factor in promotion evaluation. The extent of the candidate's contribution to the work and resulting manuscript(s) is the principal criterion for evaluation. In situations of multiple authorship of publications, the Department Chair will explain and document the extent of the candidate's contribution. The number of papers is a single element and by itself does not ensure promotion.

1.2.4. Documentation of the applicant's Scholarship of Teaching contributions.

1.2.4.1 Documentation of the scope and amount of teaching contribution expected of the candidate should include the number of local teaching initiatives and contact hours (seminars, lectures, clinical case conferences, and grand rounds) for which the candidate was responsible. Leadership in the design, organization and presentation of a course or clinical program should also be documented. In addition, evidence of community and continuing medical education activities, as well as participation in local, regional, national and international educational programs should be included. Documented evaluation of the quality of an individual's teaching performance is the responsibility of the Department Chair, who may seek the counsel of other faculty members, peers, medical or graduate students, and house staff. A summary of this information and a general identification of the sources shall be provided to the CAPT.

1.2.4.2 Evaluation as to whether an individual performs in a manner appropriate for appointment, renewal of appointment, reappointment or promotion is the responsibility of the Department Chair. It is the combined responsibility of the Department Chair and the individual faculty member to ensure that teaching skills are appropriately evaluated, feedback provided, and accurate records of teaching contributions are kept. The faculty member is encouraged to contribute to this process by the development and maintenance of a teaching portfolio.

1.2.4.3 The CAPT recognizes that teaching activities include a wider range of responsibilities beyond undergraduate medical education. The clinician candidate's role in postgraduate medical education should be described. Teaching responsibilities in the training

and education of graduate students and postdoctoral fellows by a candidate in the basic or clinical sciences should be described.

1.2.5. Documentation of the applicant's Scholarship of Application include Professional Service and Clinical Service.

1.2.5.1 Professional Service:

Professional service includes, but is not limited to: editorial boards; institutional review boards; society memberships; offices held; visiting Professorships; service on study sections; uniformed Service committees; consulting services to other institutions or government agencies; and similar activities.

1.2.5.2 Clinical Service:

The current status of clinical privileges should be described particularly as they relate to SOM activities. Evidence must be presented attesting to the clinical skills of the candidate, based on high regard for the candidate's clinical competency among current peer academic and community physicians. Clinical competence, including clinical knowledge and humanistic skills, should be described in supporting letters.

1.2.6 Documentation of the applicant's Institutional Citizenship. A thorough review of the type and complexity of committee work or administrative role(s) will be conducted to assess Institutional Citizenship and, therefore, should be described. Evidence of active participation and documentation of substantive, valuable, and sustained contributions should be included. The involvement and level of responsibility of a clinical faculty member or other health care professional in the administrative activities of the candidate's hospital, health care center, uniformed Service, University, and the SOM should be described.

2. Complete CV; Statement of Scholarly Work:

2.1 The Complete CV will contain all relevant educational information, including institutions attended, and degrees obtained; graduate education experiences; residencies and fellowships; all professional appointments and positions; professional service activities; institutional activities; grants and research activities; relevant honors, awards, and recognitions; professional society memberships; appropriate licensure and certification information; and academic ranks attained. The bibliography should be complete, current, and separated into peer-reviewed and non-peer-reviewed materials. Bibliographies may include items "in press" or "accepted for publication" with a journal reference; however, items "in preparation" or "under review" should not be included. The CAPT will review abstracts as indicators of productivity. Presentations will be evaluated based on type (poster or podium presentation) and topic. The Association of American Medical Colleges CV template may be found at this link: www.aamc.org/members/gfa/faculty_vitae/150034/preparing_your_curriculum_vitae.html;

1.2 A Statement of Scholarly Work is the candidate's personal, guiding educational philosophy and should be concisely outlined in no more than two pages. The statement should

describe the candidate's philosophy and how his/her achievements in the areas of research, teaching, clinical care (if appropriate), and service to the University are evidence of the impact and force of this philosophy.

3. Letters of Evaluation:

3.1 The CAPT requires documentation that the nominee is recognized by their professional peer group at a level commensurate with the appointment and academic rank sought. Letters of evaluation from individuals who are competent to assess the candidate's scholarly activities and professional contributions meet this requirement. These individuals must be at a rank at or above the rank of that being sought or of equivalent professional standing. All letters must be from distinct, external sources meaning that there cannot be more than one letter from faculty at any one institution (distinct), and that the letter writers' primary academic appointment must be from an institution other than USU (external). However, one letter may be from a USU appointed faculty member who has not directly trained, supervised or worked as a colleague with the candidate. Letters should clearly describe the relationship, if any, between the evaluator and the candidate. If some of the letters of evaluation are from particularly relevant individuals (i.e. leaders in the field), this special feature should be brought to the attention of the CAPT in the Department Chair's memorandum.

3.2 All letters of evaluation are considered to be confidential and will not be forwarded to the candidate.

3.3 The Department Chair, IP Director or Division Head, never the candidate, must request the letters of evaluation. The candidate may supply a list of suggested evaluators but should not discuss their candidacy with potential evaluators or provide them with any documentation. A CV and bibliography should be enclosed to assist the reviewer with his/her response. The number of letters required will vary with the type of appointment requested. The following requirements are minimum guidelines.

3.3.1 Tenure-Eligible

3.3.1.1 Associate Professor

Tenure-eligible candidates considered for promotion to Associate Professor and/or a tenure action must have at **least six letters of evaluation, but no more than ten from distinct external sources** obtained by the Chair from recognized authorities in the candidate's field of interest. External sources are defined as universities or institutions outside of USU. **No more than two of these letters** should be from individuals with involvement in prior training and prior employment of the candidate. The letter should clearly describe the relationship, if any, between the evaluator and the candidate. **The reasons for missing requested letters of evaluation** must be noted.

3.3.1.2 Professor

The CAPT expects a minimum of **eight letters of evaluation, but no more than twelve letters** from *distinct external sources* for appointment or promotion to Professor. **No more than four** of these letters should be from individuals with involvement in prior training and prior employment of the candidate. Letters must be from recognized authorities in the candidate's field of interest. A list of all individuals from whom evaluations were requested and a copy of the letter requesting the comprehensive evaluation are to be included in the packet prepared for the CAPT. The letter should clearly describe the relationship, if any, between the evaluator and the candidate. **The reasons for missing requested letters of evaluation** must be noted.

3.3.2 Tenure-ineligible (Unprefixed)

3.3.2.1 Candidates are required to have a minimum of three letters of evaluation from three distinct external sources for promotion to Associate Professor. These letters are to be from individuals who are either recognized authorities in the candidate's field of interest, or who have first-hand knowledge as to scholarly and professional service activities of the candidate. These letters must be from individuals who had no direct role in training or prior employment (supervisor or colleague). A minimum of five letters of evaluation from five distinct external sources from individuals who are either recognized authorities in the candidate's field of interest, or who have first-hand knowledge as to scholarly and professional service activities of the candidate area expected for promotion to Professor. These must be from individuals without involvement in prior training and prior employment of the candidate. The letter should clearly describe the relationship, if any, between the evaluator and the candidate. External sources are defined as universities outside of USU.

3.3.2.2 Title: Research

Based on the criteria and responsibilities as defined, candidates in Tenure-ineligible Pathways seeking appointment or promotion to the academic ranks of Associate Professor or Professor are required to have a minimum of three letters of evaluation for Associate Professor and five for promotion to Professor from individuals who are either recognized authorities in the candidate's field of interest or who have first-hand knowledge of the scholarly and professional service activities of the candidate. Emphasis should be placed on evaluators who are knowledgeable regarding the candidate's research program, level of productivity, and professional standing in the scientific community, and must be from distinct external institutions. The letter should clearly describe the relationship, if any, between the evaluator and the candidate.

3.3.2.3 Title: Adjunct or Visiting

External letters of evaluation are not required.

3.3.2.4 Title: Educator

Candidates in this Tenure-ineligible Pathway seeking appointment or promotion to the

academic rank of Associate Professor are required to have a minimum of three letters of evaluation. These letters should focus on the evaluation of the candidate's teaching skill and teaching accomplishments. These letters can come from a billeted USU faculty or external faculty willing to review teaching contributions. If internal USU faculty are used they should be from outside the candidate's primary Department.

C. Contents of Adjunct or Visiting Prefixed Appointment Packages.

Adjunct or Visiting prefixed appointment packages require a Form 107, Curriculum Vitae and a brief statement documenting the accomplishments, contributions to the USU mission, and evidence of peer recognition justifying the proposed academic rank or academic promotion. This statement can be provided by the Department Chair or Program Director. Letters of external evaluation, statements of education philosophy, reprints of scholarly publications and formal review by a department level committee are not required for these modified academic ranks. (See lines 512-523 for information on uniformed personnel).

D. Contents of Emeritus/Emerita Prefixed Appointment Packages.

Nomination packages for Emeritus/Emerita prefixed appointments require a Form 107, Chair's or Dean's Nomination letter that outlines the nature of the long and distinguished service to USU SOM, and the faculty member's CV. This package is forwarded to the CHR for inclusion in the usual process of faculty appointments and promotions.

F. Edward Hébert School of Medicine
Policies for the Academic Administration of the Faculty

SECTION 7: Performance Review of Faculty

A. Applicability.

This Instruction applies to all USU, SOM faculty and staff, and to USU components in support of the appointment and promotion of the SOM faculty.

B. Policy.

Under the authority and direction of USU Instruction 1100 (*Reference (b)*), and with the concurrence of the President, USU, it is SOM policy that performance of all faculty, academic administrators, and academic staff will be evaluated in accordance with DoDI 1400.25, Volume 431, DoD Performance Management and Appraisal Program (*Reference (e)*), and any other evaluation procedures or guidelines established in writing by USU, and that the Department Chair shall use the review to provide counsel and guidance in faculty career development.

C. Procedure.

1. At a minimum, each Department must evaluate annually, the performance of each billeted faculty member, regardless of tenure status. A written assessment of their performance must be provided in accordance with DoDI 1400.25, Volume 431 (*Reference (e)*), and any other procedures or guidelines defined by USU. The Chair and/or supervisor shall use the annual review to provide counsel and guidance on career development.

2. The components of the faculty member's annual military fitness report and/or officer's efficiency report that documents a review of activities defined in this Instruction may constitute part of the academic review.

3. The Chair of each Department will evaluate each non-billeted faculty member at an interval based on the established term of the appointment and not to exceed three years. This review is required prior to the renewal of an appointment. The Department Chair shall use the review to provide counsel and guidance in faculty career development.

4. The performance of each Department Chair, Associate, and Assistant Dean, will be evaluated annually by the Dean. The Dean will provide the individual with a written assessment and specific recommendations based on the review.

D. Faculty Responsibility.

1. Billeted faculty and academic staff members are responsible to the SOM Department Chairs and the Dean with respect to participation in research and educational activities, institutional citizenship, professional service, and patient care activities of the USU academic program. Faculty providing clinical services are concurrently responsible to the uniformed

Medical Departments and Medical or Research Center/Activity Commanders for such activities performed in facilities under their supervision.

2. Non-billeted faculty members are responsible for their SOM-related activities to the SOM Department Chairs and the Dean.

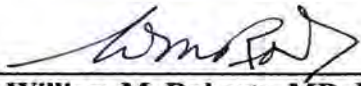
3. All duly appointed faculty and academic staff members, regardless of their specific academic ranks, will be expected to participate in the USU and SOM academic activities.

4. Each year faculty and academic staff members are required to report their appointment-related activities to their Department Chair in a timely fashion to allow evaluation.

E. Utilization.

The material compiled in the annual reviews may be considered in the Department's preparation of recommendations for tenure, promotion, and renewal of appointment decisions.

Submitted by Eric Elster Digitally signed by Eric Elster
Date: 2021.08.05 13:38:35 -04'00'
Eric Elster, MD, FACS, FRCSEng (Hon.) CAPT, MC, USN **Date**
Dean, School of Medicine

Approved by  8-19-21
William M. Roberts, MD, MBA **Date**
Acting President

Enclosure:

1. References

REFERENCES

- 2729
2730
2731 (a) USU Instruction 1100A, "F. Edward Hébert School of Medicine Policies for the Academic
2732 Administration of the Faculty," dated August 29, 2019 (hereby canceled).
2733
2734 (b) USU Instruction 1100, "Appointments, Promotion, and Tenure of Faculty and Academic
2735 Staff," dated January 9, 2020.
2736
2737 (c) USU Instruction 1107, "Recruitment and Nomination Procedures for Appointment,
2738 Promotion, and Granting of Tenure for USU Faculty and Administratively Determined (AD)
2739 Administrators and Academic Support Staff," dated July 29, 2019.
2740
2741 (d) USU Instruction 1410, "Civilian Leave Administration," dated September 17, 2009 or as
2742 amended.
2743
2744 (e) DoDI 1400.25, Volume 431, DoD Performance Management and Appraisal Program, dated
2745 July 1, 2020.