

Appendix 1

QUALIFICATIONS FOR SPECIFIC FACULTY RANKS

Criteria for evaluating scholarly activities and institutional citizenship is detailed in Appendix 2. Reference is to be made to those criteria in determining the appropriate levels of achievement for each rank listed and described in this appendix.

Instructor

The rank of instructor is an initial appointment appropriate for qualified individuals, usually with the Ph.D. or M.D. degree and some postdoctoral experience, whose qualifications in scholarly activities including research and teaching, service do not meet the criteria for the rank of assistant professor. This rank is not considered to be a requirement for entrance into either the tenure- eligible or tenure-ineligible tracks.

Post-doctoral fellows, research associates, senior research associates, chief residents and clinical fellows are eligible for appointments as faculty members at the rank of instructor with the addition of an appropriate teaching responsibility to their other duties.

TENURE ELIGIBLE TRACK

1.0 Assistant Professor

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

Scholarly achievement and the capacity for continued professional growth are the important criteria for the 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 [Section 7.2.1].

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 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 be demonstrated by professional service including as appropriate clinical activities.

1.3.1 To be appointed at the assistant professor level, members of clinical science departments with clinical responsibilities will have appropriate degrees and training and must be privileged in their hospitals. An assistant professor with clinical responsibilities must be eligible for board certification in his or her primary specialty and, where appropriate, will seek advanced certification or other special qualifications

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

2.0 Associate Professor

Faculty members appointed or promoted to this rank will have demonstrated the clear capacity for sustained achievement and productivity in three of the four areas of scholarship.

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 criteria for appointment at or advancement to the rank of associate professor [Section 7.2.1.]. Peer recognition includes evidence of an established reputation beyond the parent institution within the discipline, area of interest, or specialty of which the individual is a member.

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 which leads to the acquisition of new knowledge, or the integration of knowledge. A minimum of five peer reviewed publications or their equivalent [Sec. 7.2.1] based primarily on the contributions of the candidate are required for this rank. The candidate must provide evidence of their 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 to lead students to think critically and purposefully. Faculty must provide

evidence of developing and subsequently achieving teaching skill at Level Two. Attainment of Level Two will be necessary prior to consideration for promotion to Professor.

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.

Clinician candidates for appointment or promotion to the rank of associate professor 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 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 chair and faculty members within the organization.

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

2.4 Institutional citizenship

Requires evidence of leadership of or major contributions to the activities of USUHS and the SOM, departmental and institutional committees and/or mission related administrative functions.

3.0 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 spectrum of scholarship. It is not based 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, 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 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.

3.2 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. A minimum of ten peer reviewed publications or their equivalent [Sec. 7.2.1] based primarily on the contributions of the candidate are required for this rank. 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.

3.3 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.

3.4 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: selection to serve in a major academic administrative role in USUHS 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, and improvement of the DoD, VA, or HHS health care systems, serving as the consultant or advisor to a Surgeon General, or special recognition awards for distinguished achievement.

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 policy making and other committees of the candidate's department, school, health care or research facility, uniformed service, or USUHS.

TENURE INELIGIBLE TRACK

CLINICIAN-INVESTIGATOR PATHWAY

1.0 ASSISTANT PROFESSOR

Faculty members at this rank will demonstrate the clear potential for achievement and the capacity for productivity in the areas 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 recognition of faculty achievements [Section 7.2.1.].

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.

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 be demonstrated by clinical activities and other professional service activities.

1.3.1 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, where appropriate, will seek advanced certification or other special qualifications

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

2.0 Associate Professor

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

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 criteria for appointment at or advancement to the rank of associate professor [Section 7.2.1]. Peer recognition at this rank includes evidence of an established reputation beyond the parent institution within the discipline, area of interest, or specialty of which the individual is a member.

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 which leads to the acquisition of new knowledge, or the integration of knowledge. A minimum of five peer reviewed publications or their equivalent [Sec. 7.2.1] based primarily on the contributions of the candidate are required for this rank. based primarily on the contributions of the candidate are required for this rank. It is recognized that for uniformed faculty, military and institutional service obligations may interrupt research activities and diminish productivity. Documentation of these events will be provided and will be considered in the overall evaluations 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 subsequently achieving teaching skill at Level Two. Attainment of Level Two will be necessary prior to consideration for promotion to Professor.

2.3 Scholarship of Application

Candidates for appointment or promotion to the rank of associate professor in the Clinician-Investigator track 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 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 chair 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

Requires evidence of leadership of or major contributions to the activities of USUHS and/or the SOM and/or their hospital departmental and institutional committees and/or mission related administrative functions.

3.0 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. It is not based 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, 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 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.

3.2 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 research performance of a candidate for professor must serve as a standard of excellence for colleagues. A minimum of ten peer reviewed publications based primarily on the contributions of the candidate are required 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. Professors are expected to be accomplished teachers who have actively shared their learned skills in the art of medical education with less experienced faculty. Achievement of Level One and Two teaching are required for the rank of professor. Achievement of Level Three will be a requirement for those faculty 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: selection to serve in a major academic administrative role in USUHS 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, and improvement of the DoD, VA, or HHS health care systems, serving as the consultant or advisor to a Surgeon General, or special recognition awards for distinguished achievement.

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 policy making and other committees of the candidate's department, school, health care or research facility, uniformed service, or USUHS.

CLINICIAN—EDUCATOR PATHWAY

1.0 ASSISTANT PROFESSOR

Faculty members at this rank will demonstrate the clear potential for achievement and the capacity for productivity in the scholarships of application (clinical activities) 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 recognition of faculty achievements [Section 7.2.1].

1.1 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.

1.2 Achievement in application will be primarily be demonstrated by clinical activities and other professional service activities.

1.3.1 To be appointed at the assistant professor level the individual will have appropriate degrees and training and must be privileged in their hospital(s). An assistant professor must be eligible for board certification in his or her primary specialty and, where appropriate, will seek advanced certification or other special qualifications

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

2.0 Associate Professor

Faculty members at this rank will have demonstrate the clear capacity for sustained achievement and productivity in teaching, clinical activities and other professional services.

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 criteria for appointment at or advancement to the rank of associate professor [Section 7.2.1.]. Peer recognition includes evidence of an established reputation beyond the parent institution within the discipline, area of interest, or specialty of which the individual is a member.

2.1 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 subsequently achieving teaching skill at Level Two. Attainment of Level Two will be necessary prior to consideration for promotion to Professor.

2.3 Scholarship of Application

Candidates for appointment or promotion to the rank of associate professor in the Clinician-Educator track 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 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 chair 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

Requires evidence of leadership of or major contributions to the activities of USUHS and/or the SOM and/or their hospital departmental and institutional committees and/or mission related administrative functions.

3.0 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. It is not based 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, additional publications or their equivalents [Sect. 7.2.1], 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 [Sect. 7.2.1]. In the Clinician-Educator pathway to attain the rank of professor 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 for 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. Professors are expected to be accomplished teachers who have actively shared their learned skills in the art of medical education with less experienced faculty. Achievement of Level One and Two teaching are required for the rank of professor.

3.4 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 in their chosen specialty. Attainment of increased administrative responsibility will be considered as only one aspect of this requirement.

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: development & dissemination of peer accepted clinical practice guidelines, selection to serve in a major education or clinical care related administrative role in USUHS 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, or special recognition awards for distinguished achievement.

3.5 Institutional citizenship

Requires evidence of leadership in the educational or clinical care policy making and other committees of the candidate's department, school, health care or research facility, uniformed service, or USUHS.

RESEARCH PATHWAY

1.0 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 [Section 7.2.1].

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 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. If teaching activities are required by the department or program, achievement of Level one teaching is the minimum requirement for this rank. 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 be primarily be demonstrated by professional service.

1.4 Institutional citizenship if required by the department will be evaluated by active participation on department or institutional committees.

2.0 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 (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 criteria 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 discipline, area of interest, or specialty of which the individual is a member.

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 which leads to the acquisition of new knowledge, or the integration of knowledge. A minimum of five peer reviewed publications or their equivalent [Sect. 7.2.1] based primarily on the contributions of the candidate are required for this rank. The candidate must provide evidence of their 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 to lead their students to think critically and purposefully. If required by the department achievement of Level One teaching is a minimum requirement for this rank.

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 department or institutional committees.

3.0 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 scholarships of discovery and integration. It is not based 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, 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 their 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.

3.2 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 ten peer reviewed publications or their equivalent [Sect. 7.2.1] based primarily on the contributions of the candidate are required 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.

3.3 Scholarship of Teaching

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

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: selection to serve in a major research policy making role in USUHS 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.

3.5 Institutional citizenship

Requires evidence of leadership in the research policy making and other research committees of the candidate's department, school, health care or research facility, uniformed service, or USUHS..