

I. INTRODUCTION AND POLICY

It is the Policy of EVMS that written standards, criteria and procedures for the review and recommendation of individuals for faculty appointment, promotion, and tenure be established, maintained and disseminated to all faculty. An effective academic medical center requires a diverse faculty. Accordingly, the definitions and standards contained within this document pertain to the initial appointment, subsequent promotion, and tenure (when applicable) of all faculty at Eastern Virginia Medical School (EVMS) engaged in the diverse areas of teaching, clinical care, research/discovery and administration/service. In order to affirm the multiple roles that EVMS faculty contribute to the school's mission and vision and for our community, all faculty pursue one pathway toward appointment and promotion.

II. FACULTY STATUS

Full-Time Faculty: Full-time faculty are faculty members who have education, research and/or patient care responsibilities on a full-time basis, which is an established schedule of at least 40 hours per week, annually, or those faculty members who have been designated by the EVMS Board of Visitors as full-time. Full-time faculty are appointed as one of the following:

Full-Time Salaried Faculty: Clinical, research, administrative and other faculty who are paid by EVMS on a salaried basis and who have employment contracts with EVMS.

Full-Time Non-Salaried Faculty: Clinical, administrative or other faculty who are not paid by EVMS, but who have appointments in mission critical departments and who are designated by the EVMS Board of Visitors as Full-Time Non-Salaried Faculty.

Full-Time Non-Salaried-VA Faculty: Clinical faculty employed by the Veterans Administration and who are designated by the EVMS Board of Visitors as Full-Time Non-Salaried-VA Faculty.

Part-Time Faculty: Part-time faculty are faculty members who have education, research and/or patient care responsibilities on a part-time basis, which is less than 40 hours per week, annually. Part-time faculty are appointed as one of the following:

Part-Time Salaried Faculty: Clinical, research administrative or other faculty who are paid by EVMS on a salaried, hourly, or per service basis and who have employment contracts with EVMS.

Non-Promotion Eligible Faculty: Individuals primarily employed by EVMS in a non-academic role who have been invited to participate in the institution's research, teaching, or clinical care missions, to pursue collaborative efforts, or to provide other services to EVMS, on an intermittent, irregular, or seasonal basis. They may, for example, teach one or more courses for

one semester, give a series of lectures within a course developed by an EVMS full-time faculty member, supervise students or prepare them for various professional roles, teach specific clinical skills or graduate seminars, or oversee graduate research conducted by EVMS students (they may not be principal advisors on masters or doctoral theses, but may serve on thesis committees).

Community Faculty: Community faculty are unpaid faculty members who volunteer their time, efforts, and expertise to the EVMS mission. Community faculty are expected to commit at least 50 hours to EVMS academic activities per year. This time commitment can be met by actively participating in grand rounds or other department conferences, serving on committees, delivering didactic lectures, providing ward attending coverage, precepting students or residents, participating in other teaching activities at EVMS, or by participating in other activities agreed to by the faculty member and the Department Chair of the School of Medicine or the Vice President and Dean of the School of Health Professions (VPDSHP).

Adjunct Faculty: Adjunct faculty are unpaid faculty members who are employed by another regionally accredited educational institution and who have been approved to participate in EVMS academic or research programs.

Emeritus Faculty: Emeritus or emerita is an honorary faculty appointment, awarded upon retirement, for distinguished or exceptional service and outstanding dedication to EVMS as further outlined in the Emeritus Faculty Appointment Policy. This title would not be applied to a faculty member moving to another academic position. To be considered for emeritus title, there should be evidence of service and accomplishments as an EVMS faculty member over a considerable period of time. While the faculty candidate would not be expected to teach or otherwise be involved in EVMS activities, teaching may be done with this title.

Visiting Faculty: Faculty members visiting EVMS for a defined duration usually up to twelve months, subject to the approval of the EVMS President/ Provost. Visiting faculty will be granted an EVMS visiting title of at a rank that is equal to that of their home institution to include Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor or Visiting Instructor based on qualifications. The “visiting” prefix would be associated with a faculty member who is paid directly by her/his home institution, by another external agency such as a foreign government or by private funds. Appointment as visiting faculty does not constitute an offer of employment and in no way indicates permanence, tenure, or otherwise guarantees that the candidate will obtain any other faculty status at EVMS. Visiting faculty cannot become EVMS employed faculty except through a search in accordance with EVMS faculty hiring procedures. The visiting faculty member is expected to return to his or her home institution upon completion of the appointment.

Honorary Faculty: This is a special appointment made exclusively by the President, Provost and Dean of the School of Medicine. There is no formal recommendation by a Department Chair or VPDSHP and no review by the Appointment and Promotion Committee. While an individual can be recommended to the President, Provost and Dean of the School of Medicine by anyone in

the institution, it is solely the President, Provost and Dean of the School of Medicine who determines if an individual's contributions to EVMS warrant an honorary title. The honorary appointment recognizes contributions to EVMS separate from teaching, research or clinical care including advice and counsel, policy assistance. There is no requirement for specific academic background (i.e., doctoral degree, medical or research background) of the honorary faculty. There is no progression in title. The honorary faculty is not a regular faculty member of the department or school and may not take part in regular faculty activities.

III. FACULTY APPOINTMENT AND PROMOTION DEFINITIONS

Academic Activities: Those activities performed for EVMS SOM and SHP that fulfill one or more of the institution's core mission areas.

Domain: Describes the four areas of focus (teaching, clinical care, research/discovery and administration/service) that distinguish a faculty member's activities for evaluation in the appointment and promotion process. Use of parallel criteria for evaluation of excellence across all four areas of activity will assist in achieving parity across the four domains. These include: a) Clear goals b) Adequate preparation c) Appropriate methods d) Significant results e) Effective presentation.

Teaching Domain: includes categories of educational activities such as instruction, mentoring and advising, learner assessment and curriculum development and educational scholarship.

Clinical Care Domain: includes categories of activities that document the quantity and quality of clinical activity and where feasible, the impact on a target patient population or community.

Research/Discovery Domain: includes categories of activities such as publications, presentations, grants and funding, patents, clinical investigations and/or clinical trials, development of original clinical programs and/or techniques and all other forms of scholarly approach to education and patient care.

Administration/Service Domain: includes both leadership and active participation in the various administrative committees and organizations and other categories through which faculty members advance the overall mission of their department, and/or provide personal service to the institution, their profession and/or the community as a whole.

Track: Two faculty tracks exist; tenure and non-tenure. Appointment and promotion on the tenure track is available to full-time salaried faculty at the rank of Associate Professor and Professor. Part-time, non-salaried and community faculty are appointed exclusively to the non-tenure track.

The consideration of a candidate for tenure versus non-tenure track is a major distinction in the evaluation of individuals for appointment and promotion, and it is only available to full-time salaried faculty.

1. **Tenure:** Although there are no absolute criteria, tenure is generally awarded to full-time salaried faculty based on accomplishments beyond achieving academic recognition, and should reflect exceptional, continuous and substantial contributions to EVMS. Faculty at the rank of associate professor or professor who demonstrate excellence in at least two of the foregoing four areas are eligible for tenure subject to length of service requirements. (See Tenure section)

Length of Requirements for tenure appointments: 1) appointment at the rank of associate professor (and faculty promoted to the rank of associate professor) may be considered for tenure after three years of service as associate professor at EVMS 2) appointment at the rank of professor may be considered for tenure after two years of service as associate professor at EVMS.

2. **Non-tenure:** Applies to all faculty who are expected to function effectively in teaching, clinical care, research/discovery and administration/service with a lesser commitment to scholarly activity. The track ranks are Instructor, Assistant Professor, Associate Professor, and Professor.

Pathway: In order to affirm the multiple roles that EVMS faculty contribute to the school's mission and vision and for our community, all faculty pursue one pathway toward promotion, using an expanded description of activities in each area that will provide a clear opportunity for promotion of faculty who contribute in one or more areas of faculty endeavor.

Ranks: Four academic ranks exist for the appointment and promotion of non-tenure faculty in the SOM and SHP; Instructor, Assistant Professor, Associate Professor and Professor. Two academic ranks exist for the appointment and promotion of tenured faculty in the SOM and SHP; Associate Professor and Professor.

Title: Academic titles are assigned based on the track and rank of appointment according to the following:

Non-tenure track faculty appointments will have the title:

- instructor
- assistant professor
- associate professor
- professor

Tenure track faculty appointment will have the title:

- associate professor

- professor

Primary appointment: Faculty members are evaluated, promoted, and/ or awarded tenure in the academic unit where they hold their primary appointment. The Department Chair of the School of Medicine or the VPDSHP is responsible for recommendations for academic actions and for performance evaluations of the faculty members with primary appointments in their department or program, except as described below for faculty who have appointments in more than one department or school.

Secondary appointment (Joint and Secondary): A faculty member may have a secondary appointment in one or more departments or schools for the purpose of contributions and collaborative relationships in any of the mission areas. When there is no allocation of resources or support by the secondary unit (school, department, or institute), the appointment is considered a “courtesy” appointment. Secondary appointments are recommended by Department Chairs of the School of Medicine or the VPDSHP of both primary and secondary departments with the agreement of the individual faculty member. Performance expectations of the individual faculty member should be agreed upon in writing prior to the appointment. An individual faculty may not hold academic rank in a secondary appointment higher than in the primary appointment. There are, in addition, joint or secondary appointments that are not “courtesy appointments”, which may include dedicated salary or other support from the secondary unit. These are negotiated between the Deans of the schools. Even in the case that 50% of the support of a faculty member is provided by two units (departments, schools) one of the two schools or departments must be declared as the primary appointment and one must be declared as the secondary appointment, to ensure a single unit is ultimately responsible for administering to that faculty member’s needs. Joint or secondary appointments are usually made for a specified term for faculty who are clinical, research, or tenure-track, and are usually “continuous” if a faculty member has tenure. Joint or secondary appointments may be made according to department/school-specific criteria (e.g., the secondary appointee must participate in teaching, graduate training, mentoring or research activities, etc.) and can be withdrawn at the will of the secondary unit if those criteria are no longer being met.

Highest Degree: otherwise known as the “terminal degree” is a degree that is the highest level of attainment in an academic or professional field of study.

IV. FACULTY ROLES

The Appointments and Promotions Committee will take into account in its deliberations the roles assigned by the Department Chairs of the School of Medicine or the VPDSHP to faculty members, both academic and community faculty. To determine in which roles (teaching, clinical care, research/discovery and administration/service) faculty should document their expertise and accomplishments, the Committee will consider the percentage of effort or amount of time spent

by faculty in those roles, as agreed to by the faculty and their Department Chairs of the School of Medicine or the VPDSHP in regular annual meetings and documented in the materials presented to the committee.

V. STANDARDS OF EXCELLENCE FOR EACH RANK

The primary criterion for academic appointment and promotion at the Eastern Virginia Medical School is demonstrated excellence as a scholar. The Appointments and Promotions Committee recognizes that such excellence may be demonstrated in various ways, as addressed in this document.

All candidates are expected to demonstrate expertise commensurate with their academic rank in all of their assigned activities (teaching, clinical care, research/discovery and administration/service). In addition, each candidate must demonstrate accomplishment in scholarly activity as outlined in the Faculty Handbook.

Outlined below are examples of excellence appropriate to each academic rank. It is not expected that each candidate will meet all of these standards; these standards will serve to guide faculty members and their Department Chairs of the School of Medicine or VPDSHP in evaluation of faculty performance and in documenting excellence for faculty recommended for appointment and promotion.

A. To Rank of Instructor

Eligibility: The academic title and classification of Instructor is established to acknowledge individuals who demonstrate interest in, and the potential for, a successful academic career in teaching, clinical care, research/discovery and administration/service and to assist in the transition from training to a path that may lead to a faculty career in academic medicine. Individuals who hold a terminal degree may be eligible for promotion in rank, however, EVMS is under no obligation to promote or appoint an Instructor to Assistant Professor. Candidates should engaged in mentored research, teaching, clinical care or other instructional or programmatic support that advance the mission of the institution.

The rank of Instructor is appropriate for:

- Individuals who hold a minimum of a Master's or equivalent
- Individuals who have completed most or all of the requirements for the doctorate (ABD) or equivalent
- Postdoctoral fellows who contribute significantly to the educational programs
- Trainees in clinical residencies or fellowship programs who are qualified by prior training to provide independent clinical services.

The rank of Instructor is also appropriate for new faculty, generally with M.D., Ph.D. or equivalent degrees who have the potential for academic advancement.

Duration of the appointment. Individuals appointed to the rank of Instructor are not tenure eligible. Instructor appointments are for a one year period. For individuals in training, these appointments are renewable until the training is completed. For individuals who are not in training, there is no limit on the number of times these individuals may be reappointed following a satisfactory performance review. Recommendations for or against reappointment should originate from the academic administrator of academic program unit in which the individual is assigned and must be approved by Faculty Affairs and Professional Development. The duties and salaries of such persons are specified in the letter of offer. All full-time and part-time Instructors are entitled to attend and participate in the faculty meetings of their respective School. They have the right to serve on departmental committees, vote in departmental meetings or serve on committees of the Faculty or Institutional Standing Committees, however, they shall not hold office on such committees.

Criteria: Candidates must demonstrate contributions to teaching, clinical care, research/discovery and administration/service.

B. To Rank of Assistant Professor

Eligibility: Candidates will usually include those who are appointed or promoted to their first independent faculty position, and will include individuals with the following:

- Individuals will hold an earned doctoral degree or equivalent, or other appropriate terminal degree in their field of expertise.
- Individuals will have completed appropriate residency and/or post-doctoral fellowship programs.
- Individuals involved in clinical practice will hold appropriate current board certification. Initial appointments (usually at the Assistant Professor level) may be granted to candidates not yet board certified, but continued appointment or promotion will require that board certification be obtained within an appropriate time as determined by the President, Provost and Dean of the School of Medicine with the advice of the Department Chair.
- Individuals with the highest degree in para-professional or related health care field (e.g. PharmD, DNP, MPA) or with the highest degree in a non-health care (e.g. MBA)

Criteria: Candidates must demonstrate:

- Competence in one domain area (teaching, clinical care, research/discovery and administration/service) as stated in the expanded description of activities (Level 1) of the promotion guidelines at a local level (e.g. hospital, graduate program)
- Participation in at least another domain area as described below:

1. Teaching

- a. Is a regular participant in teaching activities. This may include responsibility for (but is not limited to): lectures and small group presentations to medical students, graduate students and residents; clinical bedside teaching; mentoring students; and participation in grand rounds and other continuing medical education activities.
- b. Is considered an excellent teacher by students and faculty. This may be documented by student evaluations and peer review by Chairs and other faculty. Teaching awards from students and peers are noteworthy.
- c. Begins to develop a local or regional reputation as a teacher. This may be documented by evaluations from participants in CME courses or by invitations to speak at local or regional CME courses and meetings. Repeat invitations are noteworthy.
- d. Is a regular and effective participant in curriculum development and administration. Service on course committees, service as a course director, preparation of course syllabi, etc., on a local or regional level are appropriate.

2. Clinical Care

- a. Demonstrates competence and promise of excellence in clinical, diagnostic, procedural, or other professional work as determined by the department.
- b. Considered a very good clinician by students, residents, fellows, and faculty based on formal evaluations.
- c. Meets clinical productivity goals established by the department.
- d. Demonstrates potential for a leadership role in a clinical service in the department or hospital.
- e. Establishes a reputation and consults at local and regional levels; invited to consult or invited to speak at CME courses and meetings.
- f. Has publications in peer-reviewed journals.

3. Research/Discovery

- a. Develops an original research program.
- b. Has peer-reviewed, first-authored publications.

4. Administration/Service

- a. Actively participates in medical school and hospital committees.
- b. Actively participates in professional/clinical organizations.

C. To Rank of Associate Professor

Eligibility: Candidates for associate professor rank are expected to contribute substantially to EVMS academic activities, and have a substantial record of achievement and academic accomplishments beyond that required for assistant professor. Promotion to associate professor usually requires between four (4) and six (6) years following initial appointment at the rank of assistant professor at EVMS, or at another academic institution or an equivalent experience is required to be considered for promotion. Candidates include:

- Individuals with the highest degree in a clinical or scientific discipline who are board-certified or have equivalent qualifications as applicable to their professional and academic responsibilities
- Individuals without a terminal degree in para-professional or related health care field or with the highest degree in a non-healthcare field (e.g. EdD, MBA)

Criteria for faculty in the non-tenure track: Candidates must demonstrate excellence in one domain area (teaching, clinical care, research/discovery and administration/service) (Level 3) and competence in one other domain area (Level 1) or meritorious contributions in two domain areas (Level 2) or meritorious contributions in one domain area (Level 2) and competent contributions in two other domain areas (Level 1) as stated in the expanded description of activities of the promotion guidelines. The domain of demonstrated excellence will depend upon the individual's interests, level of responsibility, and percentage of time devoted to the activities. Local and regional recognition is required.

Criteria for faculty in the tenure track. The expectations are the same with candidates in the non-tenure track. A record of significant scholarship and a record of academic institutional service are required. Initial appointees at the rank of associate professor (and faculty members promoted to the rank of associate professor) may be considered for tenure after three (3) years of service as associate professor at this medical school and institution.

1. Teaching

- a. Demonstrates outstanding performance as a teacher and educator.
- b. Has established a regional or statewide reputation as an excellent teacher.
- c. Regular participation in regional or national meetings, conferences, or CME courses is expected. Formal evaluations by participants in such courses and meetings are expected. Repeat invitations based on excellent performance are expected.
- d. Course materials, syllabi, etc., are respected by peers at other institutions and may be used in other institutions. Candidate may be asked to serve as consultant for development or evaluation of courses at other institutions in the region.
- e. Has received teaching awards.

2. Clinical Care

- a. Has developed new clinical programs recognized and adapted at the local and regional level.

- b. Has significantly improved ongoing clinical activity.
- c. Has devised or implemented a new diagnostic or therapeutic procedure, instrument, or system.
- d. Has developed innovative infrastructure such as patient databases for patient tracking.
- e. Has developed clinical pathways or outcome measures utilized at the local or regional level.
- f. Is actively involved in clinical investigation and/or trials.
- g. Has appropriate publications in clinical journals.

3. Research/Discovery

- a. Has a demonstrated sphere of expertise through first/senior authorships in peer-reviewed journals.
- b. Has had continuing success in generating financial resources necessary to undertake scholarly activity.
- c. Is recognized beyond the local community as documented by national meeting presentations, key articles, invited lectures or national awards.
- d. Is a peer reviewer at the local or regional level.

4. Administration/Services

- a. Is an officer in local or regional clinical/professional society.
- b. Is a Chair of a major hospital or school standing committee.
- c. Is a member of hospital or school standing committee.
- d. Has testified before legislative bodies and/or involvement in policy-making at the local or regional levels.
- e. Has developed, organized and participated in major CME activities.

D. To Rank of Professor

Eligibility: Candidates for professor rank are expected to contribute substantially to EVMS academic activities, and their professions. Professors are leaders in their field of expertise, as demonstrated by a substantial and sustained record of accomplishments and scholarship well beyond that required for the rank of associate professor. Promotion to professor usually requires between five (5) and seven (7) years following initial appointment at the rank of associate professor at EVMS, or at another academic institution or an equivalent experience is required to be considered for promotion. Candidates include:

- Individuals with the highest degree in a clinical or scientific discipline who are board-certified or have equivalent qualifications as applicable to their professional and academic responsibilities
- Individuals without a terminal degree in para-professional or related health care field or with the highest degree in a non-healthcare field (e.g. EdD, MBA)

Criteria for faculty in the non-tenure track: Candidates must demonstrate excellence in two domain areas (teaching, clinical care, research/discovery and administration/service) (Level 3) or excellent contributions in one domain area (Level 3), meritorious contributions in one other domain area (Level 2), and competent contributions in one other domain area (Level 1) as stated in the expanded description of activities of the promotion guidelines. The domain of demonstrated excellence will depend upon the individual's interests, level of responsibility, and percentage of time devoted to the activities. National or international recognition is required.

Criteria for faculty in the tenure track: The expectations are the same with candidates in the non-tenure track. A record of significant scholarship and a record of academic institutional service are required. Initial appointees at the rank of professor may be considered for tenure after two (2) years of service as professor at this medical school and institution.

1. Teaching

- a. Is continually recognized as an outstanding teacher and educator. Candidate should present outstanding evaluations from students, peers, and others, as appropriate. Teaching awards from students, faculty, or state or national organizations provide additional evidence of excellence.
- b. Has widespread regional and national recognition for excellence as teacher or educator. Regular participation as a presenter in national review courses and professional meetings is expected.
- c. Contributes to Board examination in specialty or subspecialty. Gives or administers oral examinations in specialty or subspecialty.
- d. Course materials, syllabi, etc., should be widely respected by peers at other institutions. Candidates should serve as consultants in the design and evaluation of educational programs and curricula at the national level.
- e. Has developed educational methods or protocols recognized at the local, regional and national level.
- f. Is recognized as an authority by peers and invited to speak or chair sessions at national meetings.
- g. Has had visiting professorships.
- h. Provides mentoring at regional and national level.

2. Clinical Care

- a. Has developed a new clinical program recognized at the regional and national level.
- b. Has significantly improved an ongoing clinical activity.
- c. Has devised or implemented a new diagnostic or therapeutic procedure, instrument or system.
- d. Has developed an innovative infrastructure such as patient databases for patient tracking.

- e. Has developed clinical pathways which are used on the local, regional or national levels.
- f. Has developed outcome measures which are used at the local, regional or national levels.
- g. Has a continuing active role in clinical investigation and clinical trials.
- h. Has had a major impact on the development of national standards for patient care.
- i. Establishes, consults and/or tracks patients on a regional, national or international level.

3. Research/Discovery

- a. Has continually demonstrated expertise as first/senior author in peer-reviewed journals.
- b. Has been editorial board member and peer reviewer on the national level.
- c. Has had sustained and continuing success in generating financial resources necessary to undertake scholarly activity.
- d. Is invited to speak at national specialty meetings.

4. Administration/Service

- a. Is an officer/director of a scholarly society or member of an organizing committee for a scholarly meeting.
- b. Is an officer in local or regional clinical/professional society.
- c. Is an officer in national or international professional/clinical societies.
- d. Is a Chair and member on major hospital and standing school committees.
- e. Has testified before legislative bodies and/or involvement in policy-making at the regional or national level.