

I. INTRODUCTION AND POLICY

All initial faculty appointments to a Department in the School of Medicine (SOM) or the School of Health Professions (SHP) shall be made in accordance with the applicable Standards of Excellence, the Appointment and Promotions Guidelines and the framework outlined in this Policy.

II. FACULTY APPOINTMENT PROCEDURES

A. Initial Appointment. Initial appointments at the ranks below Associate Professor are not considered by the Appointments and Promotions Committee. At these levels, appointments are reviewed by the Vice Provost for Faculty Affairs and Institutional Effectiveness and approved by the President, Provost, Dean of the School of Medicine following receipt of the appropriate materials from the Department Chair of the School of Medicine or VPDSHP. Nominations for appointment at the Associate Professor and Professor ranks are considered by the Appointments and Promotions Committee.

1. Following is an outline of the general process for initial faculty appointment.
 - a. Candidate submits required documents to the Department Chair of the School of Medicine or the VPDSHP.
 - b. Department Chair of the School of Medicine or VPDSHP obtains letters of reference.
 - c. [Optional] Nomination sent to Departmental Appointments Committee for consideration.
 - d. [Optional] Recommendation from Departmental Appointments Committee to Department Chair of the School of Medicine or the VPDSHP.
 - e. Nomination package forwarded by Department Chair of the School of Medicine or the VPDSHP to the President, Provost and Dean of the School of Medicine in care of Faculty Affairs and Professional Development (FAPD).
 - f. Nomination reviewed by FAPD to assure necessary information is submitted.
 - g. Nominations at the ranks of Assistant Professor and below are reviewed by the Vice Provost for Faculty Affairs and Institutional Effectiveness and approved by the President, Provost, Dean of the School of Medicine.
 - h. For the ranks of Associate Professor and Professor, the President, Provost and Dean of the School of Medicine forwards the nomination package to the Appointments and Promotions Committee in care of FAPD.
 - i. Nomination considered by the Appointments and Promotions Committee and recommendation forwarded to the President, Provost and Dean of the School of Medicine.
 - j. Nomination forwarded by the President, Provost and Dean of the School of Medicine to the Academic and Student Affairs Committee for review and recommendation.

- k. Academic and Student Affairs Committee forwards to Board of Visitors for approval.
- l. Board of Visitors sends letter of appointment to new faculty member at the rank of Associate Professor and Professor.
- m. The Vice Provost for Faculty Affairs and Institutional Effectiveness sends letter of appointment to new faculty member at the rank of Instructor, Assistant Professor and Non-Promotion Eligible Faculty.

B. Appointment Nomination Package Required Checklist

1. Chair of the School of Medicine or VPDSHP Letter

- a. Rank at which candidate is being proposed.
- b. Time in current rank.
- c. Descriptions of candidate's assigned duties, job description, annual breakdown of percentage of time allocated to the following areas: teaching, clinical care, research/discovery and administration/service.
- d. Department Chair of the School of Medicine or VPDSHP evaluation of candidate's ability, experience, and accomplishments in each of the four areas mentioned above.

2. Letters of Recommendation. Letters of recommendation external or internal are requested and obtained by the Department Chair of the School of Medicine or VPDSHP. A faculty candidate for appointment is not permitted to solicit any letters of recommendation. Letters should be obtained from well-qualified scientists, scholars, educators and clinicians who are able to provide a fair and objective evaluation of the candidate's work. In general, a potential referee should have at least an "arms-length" relationship with the candidate. The nature of the professional relationship of the candidate and the potential referee must be specified in the letter and there must be a brief statement of the referee's academic qualifications. The majority of the individuals submitting letters of recommendation should have no previous direct supervisory relationship with the candidate. In summary, such letters should document how long and in what capacity the individual knows the candidate, a candidate's qualifications and professional expertise for an appointment, and also be addressed to the Department Chair of the School of Medicine or VPDSHP.

a. Salaried Faculty

- i. For Instructor:
 - (1) One letter from the Department Chair of the School of Medicine or VPDSHP.
- ii. For Assistant Professor:
 - (1) Three internal and/or external letters are required. They should be obtained from training directors, faculty members at the training

institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed

- (2) They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside EVMS
- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

b. Non-Salaried Faculty

i. For Instructor:

- (1) One letter from the Department Chair of the School of Medicine or VPDSHP.
- ii. For Assistant Professor:
- (1) Two internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
 - (2) They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)
- iii. For Associate Professor:
- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
 - (2) They must come from three different institutions
 - (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
 - (4) They should address how the candidate is recognized regionally or nationally
 - (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)
- iv. For Professor:
- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
 - (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
 - (3) One letter may come from the Commonwealth of Virginia, but outside EVMS
 - (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
 - (5) They should address how the candidate is recognized nationally or internationally
 - (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned

responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

c. Volunteer (community) Faculty

i. For Instructor:

- (1) One letter from the Department Chair of the School of Medicine or VPDSHP.

ii. For Assistant Professor:

- (1) One internal letter is required. It should be obtained from program director, department chair or from the office of Medical Educations (SOM) or other professionals in the SOM or SHP with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed.
- (2) They should document the candidate's competence in one domain area (teaching) and provide evidence of teaching strengths and quality of teaching.

iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside EVMS

- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

3. Curriculum Vitae and Additional Required Information. For the purpose of appointments, the candidate should provide the information requested on the EVMS Curriculum Vitae form, available from FAPD. In addition, the candidate should provide additional information not already included in the Curriculum Vitae format as required for documentation of scholarly activity as outlined in Section VII. All candidates should compile and attach a portfolio on each area (teaching, clinical care, research/discovery and administration/service) in which the individual has time allotted, documenting evidence of quality of teaching, assessments of clinical service and research, and contributions to the department.

4. Original Transcript of Terminal Degree. Candidate must provide an original transcript, with raised seal, from the institution that awarded his/her terminal degree (only required for full-time faculty). Clinical faculty with appropriate credentials and a medical license within the Commonwealth of Virginia are not required to provide a transcript.