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(A) Definitions

- (1) “Affiliated Faculty” refers to a non-tenure track faculty member who is non-salaried by NEOMED, or whose primary role at NEOMED is not as a faculty member.
- (2) “Board Certification” refers to certification maintained by a physician in accordance with the requirements of the American Board of Medical Specialties or the American Osteopathic Association.
- (3) “Candidate” refers to an applicant for appointment or promotion who has satisfied the training and experience requirements, and, if required, certification as defined by the American Board of Medical Specialties or the American Osteopathic Association. A Candidate is responsible for providing evidence of active licensure and for informing the College of any changes in licensure or actions against the Candidate’s license, if necessary to perform the faculty role.
- (4) “Clinical” refers to a prefix which is used for faculty engaged in patient care whose primary academic activity consists of educating students and residents. This prefix will be inserted immediately prior to the name of the department in the academic title.
- (5) “Clinical Departments” refer to those departments where clinical care is rendered and is so designated by the Dean.
- (6) “College” refers to the College of Medicine.
- (7) “Department Chair” serves as the Chief Academic and Executive Officer of an academic Department at NEOMED and reports to and serves at the pleasure of the College Dean.

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- (8) “Departments” refer to the academic units of a College. The faculty may be organized into Departments that are supportive of, and consistent with, the mission of the respective College and the University. Departments may be established, changed, or eliminated by the Dean after consultation with faculty and the Provost. Departments may adopt written procedures to govern internal operations and carry out their Departmental missions. Such procedures shall be consistent with University policies and procedures, the University Faculty Bylaws and adopted procedural appendices.
- (9) “Dossier” refers to a file containing the NEOMED-employed faculty member’s documents submitted for consideration for promotion (Exhibit 3 entitled “Promotion Dossier for College of Medicine Non-Tenure Track Faculty” is included as a supplement to this appendix).
- (10) “Educator” refers to faculty on the Educator Pathway who place primary importance on the education of College of Medicine students. All College of Medicine faculty strive for excellence in teaching, scholarship, and service. While contributions to scholarship and service are goals of all College of Medicine faculty, they may play a lesser role in the portfolio of faculty on the Educator Pathway.
- (11) “Faculty Appointment” refers to full-time, part-time, or affiliated faculty. Definitions used to designate a faculty member’s appointment conform to current Liaison Committee on Medical Education (LCME) accreditation guidelines.
- (12) “Investigator” refers to faculty on the Investigator Pathway who demonstrate both interest and achievement in scholarship at a level that increases with increasing rank. Additionally, faculty on the Investigator Pathway must contribute to the education of College of Medicine students and service to the College of Medicine. All College of Medicine faculty strive for excellence in teaching, scholarship, and service.

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- (13) “Joint Faculty Appointment” or “Joint Appointment” refers to non-tenure track appointments that are awarded to faculty who already hold an academic appointment within the University.
- (14) “Letter of Offer” refers to the document initiated by the College that sets forth the conditions of employment. Any previous experience to be counted toward a faculty member's time in rank may be negotiated prior to the offer and will be documented in the Letter of Offer. Any modifications to the Letter of Offer must be in writing and agreed to by both parties.
- (15) “Limited Faculty Appointment” or “Limited Appointment” refers to appointments for faculty whose academic contributions to the College are limited in time or scope and carry the prefix “adjunct,” “research,” or “visiting.”
- (16) “Non-tenure Track Position” refers to a faculty appointment that is not eligible to apply for tenure.
- (17) “Notice of Non-reappointment” refers to a written notification from the Dean that the College intends to terminate a faculty member's appointment at a specified time.
- (18) “Notification of Appointment” refers to the document issued to all new affiliated faculty upon final approval of their appointment by the NEOMED Board of Trustees confirming the faculty member’s rank, academic department in which rank is held, and the effective date of the appointment.

(B) Academic Appointments

- (1) The following academic ranks have been established for non-tenure track faculty:
 - (a) Professor;
 - (b) Associate Professor;

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- (c) Assistant Professor; and
- (d) Instructor.

(2) Designation of Academic Title


Academic titles include the academic rank and Department designation. Academic rank shall not include other qualifiers except as indicated for limited, joint, resident and fellow appointments, and titles of distinction.

(3) Limited Appointments

The following appointments may be awarded to persons whose academic contributions to the College are limited in time or scope as determined by the Department Chair in which the Candidate is seeking appointment. The Department Chair will make the determination about a limited versus a primary appointment.

- (a) Adjunct appointments are for Candidates whose academic contributions to the College are primarily teaching and for whom another category of appointment is not appropriate. The prefix "Adjunct" is added to the rank.
- (b) Research appointments are for Candidates whose contributions to the College are primarily investigational. The prefix "Research" is added to the rank.
- (c) Visiting appointments are for Candidates from other Universities who are temporarily involved in the programs of the College of Medicine. The prefix "Visiting" is added to the rank.

(4) Joint Appointments

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- (a) These appointments may be awarded to Candidates who hold an academic appointment within the University.
- (b) Joint Appointments may be made only when a Candidate participates in teaching or research in a Department other than their primary Department to a significant degree and an extended duration.
- (c) Joint Appointments require the concurrence of both Department Chairs.
- (d) The Joint Appointment will ordinarily be at the same level as the appointment held in the primary Department.
- (e) An application for promotion will always be initiated through the Candidate’s primary Department.
- (f) Promotion for a Candidate holding a Joint Appointment shall require the review and recommendation by both Department Chairs to the Non-tenure Track Faculty Appointment and Promotions Committee (“Faculty Appointment and Promotions Committee”).

(5) Resident or Fellow Appointments

Any resident or fellow who teaches medical students may be eligible for rank as Clinical Instructor. This appointment will automatically terminate upon the completion of the training program of the Department in which the rank is awarded.

(6) Appointments Solely Within the Purview of the Dean

Recommendations for appointment in the following categories are typically reviewed and approved solely by the Dean, who may, at his/her discretion, request review by the Faculty Appointments and Promotions Committee.

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Recommendations are forwarded to the Office of the Provost, and to the President for formal transmission to the Board of Trustees for ratification.

- (a) Visiting appointments, if the recommended rank is consistent with the Candidate's qualifications or appointment at another accredited University of higher education;
- (b) Adjunct or Research appointments, if the recommended rank is consistent with the Candidate's appointment at another accredited University of higher education;
- (c) Appointments at the entry level, including Instructor for both Educator and Investigator pathways and Assistant Professor for the Educator pathway; and
- (d) In exceptional circumstances, at the request of the Department Chair, the Dean in consultation with the Chair of the Appointments and Promotions Committee, may approve Affiliated Faculty member appointments at ranks higher than entry level in either pathway. The Dean will forward the appointment to the Office of the Provost and to the President for formal transmission to the Board of Trustees for ratification.

(C) Titles of Distinction


The University may confer Titles of Distinction including “Emeritus” and “Distinguished” for qualified faculty in accordance with the University Faculty Bylaws and Emeritus Status Policy.

(D) Basic Principles for Appointment and Promotion

(1) Appointment

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- (a) Appointment to the faculty is a privilege, not a right. Initial appointment is primarily based upon past performance with an expectation of continued contribution. Faculty appointments will terminate when the faculty member no longer contributes to the education, research, or service of the College.
- (b) The Candidate has the right to a full, impartial, and confidential review of the credentials submitted.
- (c) Faculty are expected to contribute to the teaching, scholarship, and/or service programs of the College in a manner consistent with the mission of the respective department and, if applicable, in accordance with the faculty member’s Letter of Offer.
- (d) Considerations for faculty appointment include, but are not limited to:
 - (i) completion of a written application submitted by a Candidate for appointment which documents that the Candidate has met the criteria;
 - (ii) possession of an appropriate terminal degree or exceptions as justified by the Candidate’s Department Chair;
 - (iii) expertise in an appropriate academic field and evidence of dedication to continuing advancement of this field of knowledge;
 - (iv) ability and dedication as an effective teacher;
 - (v) creativity and competence in an appropriate field of research and scholarship;

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(vi) ability to assume responsibility for professional services and administration of health and/or academic services; and

(vii) professional performance consistent with NEOMED’s faculty code of conduct set forth in Appendix C of the University Faculty Bylaws.

(e) All recommendations for a faculty appointment are forwarded to the Board of Trustees for final approval. A non-tenure track appointment is made with the expectation that it will continue until notice is given by either the Candidate or the College in accordance with the University Faculty Bylaws, policies, and procedures.


(f) Faculty holding an appointment from another institution will be considered for appointment at the same rank within the College.

(2) Promotion

(a) Promotion may be made only after the minimum time in rank and contributions commensurate with the higher rank have been achieved. The Faculty Appointments and Promotions Committee will consider any specific exceptions or requirements set forth in the faculty member’s Letter of Offer if applicable or amendments thereto.

(b) There is no requirement that a faculty be promoted after a given period of service in order to achieve a given rank.

(c) In evaluating the Candidate’s performance, the weighting of the evaluation areas may vary. Consideration will be given to the mission of the Department and the demands of the appropriate discipline. Both the quality and quantity of the individual’s contribution will be taken into consideration.

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(E) Time in Rank

(1) Instructor to Assistant Professor


- (a) For physicians, the attainment of board certification satisfies the minimum requirement for time in rank for promotion from Instructor to Assistant Professor.
- (b) For non-physicians, the attainment of a terminal degree will satisfy the minimum time in rank for promotion from Instructor to Assistant Professor.

(2) Assistant Professor to Associate Professor

- (a) The minimum time in rank prior to consideration for promotion to Associate Professor is five (5) years. Only in exceptional circumstances, if recommended and justified in writing by the Department Chair and approved by the Dean, may a Candidate be considered prior to that time.
- (b) For NEOMED-employed faculty, prior service may be counted toward the time in rank requirement if specified in the Letter of Offer or an amendment thereto.
- (c) For Affiliated Faculty, prior service may be counted toward the time in rank requirement if supported by the NEOMED Department Chair and approved by the Dean in writing at the time of application for promotion.

(3) Associate Professor to Professor

- (a) The minimum time in rank prior to consideration for promotion to Professor is seven (7) years. Only in exceptional circumstances, if


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recommended and justified in writing by the Department Chair and approved by the Dean, may a Candidate be considered prior to that time.

- (b) Prior service may be counted toward this requirement if supported by the Department Chair and approved by the Dean.
- (4) Upon the recommendation of the Department Chair and with the concurrence of the Dean, exceptions to the considerations outlined herein may be granted.

(F) Standards and Documentation for Non-tenure Track Faculty

- (1) The Teaching Standard
 - (a) Teaching is a central mission of the College of Medicine. The faculty member must demonstrate proficiency in presenting concepts and information; in teaching problem solving, modeling professional behavior; contributing to innovative curriculum and teaching initiatives, and engagement in nationally or internationally prominent educational activities.
 - (b) Documentation Supporting the Teaching Standard
 - (i) Faculty members must carry out educational activities overseen by the Department Chair or appropriate supervising authority. Teaching of NEOMED students and postdoctoral trainees (e.g., residents and fellows) will be of primary importance.
 - (ii) Teaching peers and other health professionals in College-sponsored programs is recognized as a contribution to the educational program of the College. These activities include, but are not limited to, formal continuing education programs, scientific seminars, workshops, and conferences.

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- (iii) Educational activities include, but are not limited to: presentation of lectures and tutorials; simulation training; hands-on workshops; small group teaching; curriculum planning and meetings; direction of a course, clerkship, or elective; clinical precepting; preparation of syllabi, course, and examination materials; evaluation of students; academic advising; career counseling; tutoring; teaching review sessions; remediation; collaborative work with other faculty (curriculum, assessment, instruction); assessment or observation of faculty teaching or precepting; obtaining external funding for educational activities. Teaching formats may be live or virtual and synchronous or asynchronous.
- (iv) The extent and effectiveness of educational accomplishments will be evaluated through review of relevant evidence.
- (v) In joint endeavors, the evidence should specify the extent of each person’s contributions.


(2) The Research and Scholarly Accomplishments Standard

- (a) Research and scholarly activities are central to the mission of the University and the College of Medicine. Given the complexity of the University and its component Colleges and the great diversity of talent within, it is imperative that various kinds of academic work be recognized through a broad vision of scholarship.
 - (i) Scholarship includes, but is not limited to, the dissemination of knowledge acquired through discovery, integration, application, and teaching. Research is understood to include the traditional science of inquiry, investigation, and experimentation. Scholarship and research may also include participation in clinical trials and commercialization, patent, and technology transfer activities. Such

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work may be primarily supportive for promotion decisions and weigh importantly in tenure decisions. While clinical care is insufficient alone to merit promotion or tenure, clinical innovation and improvement activities done in a scholarly manner and acknowledged to be of regional or national importance are important indicators of distinction and merit consideration. Regardless of the type of scholarship, it should possess the quality of excellence, be peer-reviewed and be disseminated in the public domain.

- (ii) Creative scholarly activity includes both original research resulting from investigative work or other peer-reviewed contributions to the professional and scientific literature. Faculty shall conduct original research and other scholarly activity. The hallmark of creative scholarly activity lies in the peer-reviewed written word. Written work which is not peer-reviewed may support a faculty member’s Application or Dossier, but by itself is insufficient evidence of excellence in scholarly activity. Oral presentations or poster presentations may enhance a faculty member’s Dossier but are insufficient evidence of proficiency or excellence in scholarly activity.
- (iii) Faculty shall conduct research and other creative scholarly activity that clearly demonstrates high quality and conforms to the highest ethical and legal standards. Quality is stressed over quantity.
- (iv) Scholarship benchmarks may differ from one field to another. The benchmarks should be consistent with the applicant’s discipline as judged by an external reviewer.

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- (v) Clinical innovation and improvement performed in a scholarly fashion documented to be of regional, national, and international importance may stand as evidence of contribution to scholarship.
- (b) Documentation Supporting the Research and Scholarly Accomplishments Standard
 - (i) Research support includes financial support generated through grants, contracts, and other peer-reviewed awards.
 - (ii) Research collaborations include, but are not limited to, collaborations between hospital and University departments, Colleges, and universities regionally, nationally, or internationally.
 - (iii) Research consultations include, but are not limited to, providing consultation in study design, data analysis, measurement, and evaluation.
 - (iv) Scholarly publications include publications in journals, books, chapters, monographs, case reports, literature reviews, abstracts, and technical reports.


Scholarly publications will be weighted and assessed in terms of quality and quantity and the candidate's role in the work. The quality of the publications will be evaluated by criteria such as: whether the publication was refereed; whether the publication was invited; the impact factor of the journal; the reputation of the book or monograph; the scope of the publication's audience; the number and nature of citations; originality, creativity, and impact on the field; unsolicited independent reviews; or solicited outside professional reviews.

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- (v) Scholarly presentations include, but are not limited to: lectures, poster presentations or educational displays at professional meetings, colloquia, workshops, seminars and conference presentations.
- (vi) Intellectual property development and activities in support of innovation and commercialization. Documentation of the development of new intellectual property including patents, conduct of clinical trials, and commercialization of University intellectual property provide additional evidence.
- (vii) Innovative clinical activities supported by scholarly publications, presentations, and grant and contract activity; commercialization efforts; and clinical trial excellence.

(3) The Service and Leadership Standard

- (a) Providing service and leadership oriented to the needs of the University, College, and the respective Departments is expected for faculty, regardless of rank and academic appointment. Service and leadership to the medical profession and community are also recognized and valued by the College.
- (b) Documentation to Support the Service and Leadership Standard
 - (i) Service activities include, but are not limited to:
 - (a) Membership on committees, boards, councils, etc.;
 - (b) Professional service activities, such as service on research review committees, ad hoc research reviews, editorial board membership, editorship, editorial review, etc.;


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- (c) Service to the community;
- (d) Service to governmental bodies on biomedical, public health, and community health topics;
- (e) Planning, organizing, and implementing service projects; and
- (f) Service support. This includes support for service activities generated through grants, contracts, and other sources.

(G) Appointment and Promotion Criteria and Pathways

(1) Instructor

- (a) Physicians who have completed an Accreditation Council for Graduate Medical Education or American Osteopathic Association-approved residency or fellowship within their area of practice but have not obtained certification from the corresponding medical specialty board.
 - (i) Any educational activity that involves medical student or resident education.
 - (ii) Serving in a mentoring role of any kind is strongly encouraged.
- (b) Non-physician healthcare professionals who have not attained a terminal degree.
 - (i) Professional or work experience appropriate to the academic contribution(s) that will be made by the appointee.
 - (ii) Any educational activity that involves medical student or resident education.

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(iii) Serving in a mentoring role of any kind is strongly encouraged.

(2) Professional Standing for Appointments Beyond the Level of Instructor


- (a) Physicians. Board certification is required for any physician at or above the level of Assistant Professor. Physicians at the level of Instructor who have obtained Board certification may be granted the rank of Assistant Professor upon recommendation of the Chair and approval by the Dean.
- (b) Notwithstanding the requirement set forth in Section G(2)(a), a physician Candidate who has retired from practice in good standing may be appointed at an appropriate level at the discretion of the Dean.
- (c) Non-physicians. Appointment above the rank of Instructor requires approval of the Department Chair.
- (d) Where letters of recommendation are required, the Candidate will provide the NEOMED Department Chair with a list of referees from which the Chair will select those who will provide letters of recommendation.

(3) Criteria for Investigator Pathway by Rank Level


(a) Assistant Professor

Appointment at the Assistant Professor rank requires participation in at least one of the Educational, Service, and/or Research and Scholarly activities listed in Exhibit 1, “Activities Table”.

- (i) Service to the College of Medicine, hospitals and/or health Departments, or engaging in activities that promote the health of the community or the profession of medicine.

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- (a) For initial appointments, documented prior service at another University may be counted towards this requirement;
- (b) There is an expectation of service to the College of Medicine.
- (ii) Educational activities must include involvement in NEOMED student, resident, or fellow education.
- (iii) Serving in a mentoring role of any kind is strongly encouraged.
- (b) Associate Professor
 - Appointment at the Associate Professor rank requires participation in and noteworthy contributions in each of the Educational, Service, and/or Research and Scholarly categories listed in Exhibit 1, “Activities Table”.
 - (i) Service to the College of Medicine, hospitals and/or health Departments, or engaging in activities that promote the health of the community or the profession of medicine.
 - (ii) Educational activities must include involvement in NEOMED student, resident, or fellow education.
 - (iii) Educational activities including participation at the local and regional levels, such as presentations or participation in Grand Rounds.
 - (iv) Serving in a mentoring role of any kind is strongly encouraged.

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(v) A letter of recommendation is required from at least one individual not affiliated with NEOMED who is professionally qualified to render an opinion about the suitability of the candidate.

(c) Professor

Appointment at the Professor rank requires noteworthy and outstanding contributions in each of the Educational, Service, and/or Research and Scholarly categories listed in Exhibit 1, “Activities Table”.

- (i) Major involvement in service to the College of Medicine, committees at consortium hospitals, and/or health departments. Leadership in these committees is highly desirable.
- (ii) Demonstration of professional standing in organizations appropriate to the discipline.
- (iii) Educational activities must include involvement in NEOMED student, resident, or fellow education.
- (iv) Educational activities must include participation at the local, regional, and national levels.
- (v) Serving in a mentoring role of any kind is strongly encouraged.
- (vi) Written attestation by Department Chair documenting educational and scholarly excellence.
- (vii) Letters of recommendation from at least three individuals not affiliated with NEOMED who are professionally qualified to render an opinion about the suitability of the candidate.

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(4) Criteria for Educator Pathway by Rank Level

Clinicians in the Educator pathway will carry a “Clinical” prefix prior to the departmental designation.

(a) Assistant Professor

Appointment at the Assistant Professor rank requires participation in any of the educational activities listed in the exhibit with the following recommendations:


- (i) Educational activities must include involvement in NEOMED student, resident, or fellow education.
- (ii) Serving in a mentoring role of any kind is strongly encouraged.

(b) Associate Professor

Appointment at the Associate Professor rank requires participation and noteworthy contributions in any of the educational activities listed in the exhibit with the following recommendations:

- (i) Educational activities must include involvement in NEOMED student, resident, or fellow education.
- (ii) Serving in a mentoring role of any kind is strongly encouraged.
- (iii) A letter of recommendation from at least one individual not affiliated with NEOMED who is professionally qualified to render an opinion about the Candidate’s suitability.

(c) Professor

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Appointment at the Professor rank requires noteworthy and outstanding contributions in any of the educational activities listed in the exhibit with the following recommendations:

- (i) Recognition by peers for clinical acumen, leadership in quality improvement efforts on a large scale, and regional, national, and international reputation are important elements for consideration.
- (ii) Demonstration of professional standing in organizations appropriate to the discipline.
- (iii) Educational activities must include involvement in NEOMED student, resident, or fellow education.
- (iv) Serving in a mentoring role of any kind is strongly encouraged.
- (v) Written attestation by the Department Chair documenting clinical and educational excellence.
- (vi) Letters of recommendation from at least three individuals, two of whom are not affiliated with NEOMED, who are professionally qualified to render an opinion about the suitability of the candidate.


(H) Procedures for Processing Non-tenure Track Appointments and Promotions

(1) Appointment

- (a) Full-time NEOMED -employed Faculty- Search Committees

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- (i) Where appropriate, when a salaried, non-tenure track position has been authorized, the Department Chair will propose a search committee to the Dean who will appoint the committee.
 - (ii) A duly constituted College of Medicine search committee shall function as the Faculty Appointments and Promotions Committee for a candidate who is recruited through an appropriate search process.
 - (iii) The Search Committee’s recommendation will be forwarded for review and recommendation in sequence to the Department Chair, Dean, Provost, and to the President for formal transmission to the Board of Trustees for ratification.
 - (iv) The Office of the Provost designee will notify the candidate of the action of the Board of Trustees.
- (b) Affiliated Faculty or part-time NEOMED-employed faculty (no search committee)
- (i) The Candidate must submit a completed “Appointment Application for Non-Tenure Track Faculty” and current curriculum vitae.
 - (ii) The Candidate’s application and curriculum vitae will be forwarded to the NEOMED Department Chair for review and recommendation of rank.
 - (iii) All recommendations for appointment, except those which are solely within the purview of the Dean, will be forwarded to the Faculty Appointments and Promotions Committee for consideration.

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- (iv) The Chair of the Faculty Appointments and Promotions Committee will forward all recommendations to the Dean for review.
- (v) The Dean will forward recommendations for appointment to the Office of the Provost, which will forward them to the President for formal transmission to the Board of Trustees for ratification.
- (vi) The Office of the Provost will notify the candidate of the action of the Board of Trustees.

(2) Promotion

Candidates will follow the guidelines for promotion in Exhibit 2, “College of Medicine Annual Promotion Cycle Timeline for Non-Tenure Track Salaried and Affiliated Faculty.”

The Candidate shall notify the Department Chair(s) of the intent to stand for promotion by the established deadline.

(a) NEOMED-employed Faculty


A Candidate primarily employed by NEOMED as a faculty member will prepare a “Promotion Dossier for College of Medicine Non-Tenure Track Faculty” (Exhibit 3) for their primary appointment. For secondary joint appointments, the Candidate will submit the Promotion Application for Non-Tenure Track Faculty and current curriculum vitae.

(b) Affiliated Faculty

The Candidate shall submit the completed "Promotion Application for Non-Tenure Track Faculty" and current curriculum vitae.

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- (c) Letters of Recommendation
 - (i) For promotion to Associate Professor, two letters of recommendation will be submitted to the Department Chair from professionally qualified faculty members, including one who is not affiliated with NEOMED.
 - (ii) For promotion to Professor, at least three letters of recommendation will be submitted to the Department Chair from professionally qualified faculty members.
 - (a) For the Investigator pathway, all three references must be non-NEOMED affiliated.
 - (b) For the Educator pathway, two out of the three references must be non-NEOMED affiliated.
- (d) The Candidate will provide the NEOMED Department Chair with a list of references from which the Chair will select those who will provide letters of recommendation.
- (e) All documents, including Dossier or application and letters of recommendation must be submitted by the established deadline.
- (f) The Department Chair will forward all documents to the Faculty Appointments and Promotions Committee with a letter of attestation.
- (g) Faculty Appointments and Promotions Committee Review
 - (i) The Chair of the Faculty Appointments and Promotions Committee will forward recommendations to the Dean and copy the Department Chair as specified in the guidelines.

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- (ii) Positive recommendations by the Faculty Appointments and Promotions Committee and the Dean will be forwarded to the Office of the Provost.

- (h) Appeal of a Negative Decision
 - (i) In the case of a negative decision by the Faculty Appointments and Promotions Committee, the Candidate will be notified by the Dean and be advised of the process to appeal the decision.
 - (ii) Within 10 business days after receipt of the negative decision, the Candidate may appeal to the Dean in writing.
 - (iii) The Dean will review all materials submitted and may either:
 - (a) overturn; or
 - (b) concur with the decision of the Faculty Appointments and Promotions Committee.
 - (iv) The Dean will inform the Candidate of the decision after completing the review.
 - (v) If the Dean overturns a decision of the Faculty Appointments and Promotions Committee, the Dean will notify the Committee and provide the Dean’s rationale therefore.
 - (vi) The decision of the Dean is final.

- (i) Review by the Provost and Transmission to the President

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- (i) The Dean will forward recommendations to the Office of the Provost for review. If the Provost is in agreement, the Provost will forward positive recommendations to the President for formal transmission to the Board of Trustees for ratification.
 - (ii) The Office of the Provost will notify the Candidate following ratification by the Board of Trustees.
- (I) Structure and Function of the Non-tenure Track Faculty Appointments and Promotions Committee
 - (1) The College of Medicine Non-tenure Track Faculty Appointments and Promotions Committee (“Faculty Appointments and Promotions Committee”) is a Standing Committee of the College of Medicine.
 - (2) Composition and Chair
 - (a) The Committee consists of at least seven faculty members appointed by the Dean of the College, the majority of whom shall be Professors. The Chair shall be designated by the Dean. The Committee may not include the Dean (see COM Appendix G).
 - (b) A duly constituted College search committee shall function as the Faculty Appointments and Promotions Committee for a Candidate who is recruited through an appropriate search process.
 - (3) Responsibilities
 - (a) The Faculty Appointments and Promotions Committee will evaluate the materials and will consider the role, responsibilities, and assignments of the Candidate as outlined in the faculty member’s Letter of Offer and make recommendations to the Dean of the College. During its evaluation, may:

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- (i) interview the Candidate;
- (ii) after notifying the Candidate, interview the Department Chair or other appropriate individuals;
- (iii) request any additional information pertinent to the evaluation; and
- (iv) seek external advice as it deems necessary.

(b) Recommendations

- (i) The Committee, by majority vote, will recommend one of the following:
 - (a) approval of the request for appointment or promotion as submitted;
 - (b) approval of the request for appointment or promotion with a revised rank or title;
 - (c) provisional approval of the request for promotion pending timely notification of Board Certification; or
 - (d) disapproval of the request for appointment or promotion as submitted. The Committee will transmit the recommendation and the reasons, therefore to the Dean and the Department Chair. The Department Chair shall promptly inform the Candidate of the recommendation. In the case of promotion, the Candidate shall also be informed by the Department Chair of the right to appeal.

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(ii) Recommendations are forwarded by the Office of the Provost to the President for formal transmission to the Board of Trustees for ratification.

(J) Procedures for Annual Performance Evaluation (APE) for NEOMED-employed Faculty


(1) The performance of non-tenure track faculty employed by the University shall be evaluated annually by the Department Chair. An APE is a process that will include a dialogue between the Department Chair and the faculty member concerning the faculty member’s job description, annual goals, and performance during the evaluation period. The APE will be an opportunity for constructive feedback to the faculty member about performance and career/faculty development. The APE includes an evaluation of the following performance categories:

- (a) Teaching;
- (b) Research and Scholarship; and
- (c) Service, including Leadership and/or Administration if applicable.

(2) During an annual APE meeting between the faculty member and Department Chair, the faculty member’s job description will be consulted to establish annual performance goals and percent efforts for each of the performance categories for the upcoming performance year and documented in the APE form. Input from sources external to the department that may have bearing on the faculty member’s performance may be considered (e.g., supervising authority in the College of Graduate Studies or teaching authorities within the college). These goals and percent efforts may be revised as needed through the performance year and documented. Any changes to the job description will only occur if there are major or over-reaching changes in job-related duties and must be documented in the Office of Human Resources.

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- (3) Faculty will be evaluated in each established performance category based on the rating scale established by the university for annual faculty performance evaluation (Exhibit 4).
- (4) A percent of effort will be established for each of the faculty performance categories.
 - (a) Teaching. The teaching workload calculation involves hours spent with learners modified by workload weighting (based on the complexity of teaching) and whether teaching is new or particularly innovative. Workload weighting and credit for new/innovative teaching is determined by the Department Chair in consultation with the faculty member. The teaching workload for a faculty member will be determined by the Department Chair after consultation with the respective associate dean for education or educational supervisor within the College.
 - (b) Research and Scholarship. Research and scholarship expectations (e.g., status as a Principal Investigator, number and quality of publications, presentations, grant applications, and grants awarded, etc.) are established annually by the Department Chair and the faculty member at the beginning of the performance year. These expectations are framed in a balanced perspective knowing the workload variation associated with academics and research. Expectations are titrated to a faculty member’s percent of effort in research. The research and scholarship calculation involves an analysis of the outcomes of the faculty member’s research activity and percent effort by the Department Chair.
 - (c) Service – Faculty members are expected to have at least one NEOMED academic service activity (e.g., active membership on a NEOMED committee, advising a student organization, director of a research focus area, core research facility director, etc.) and to have at least one activity in public/professional service (e.g., active involvement in state/national


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organizations related to health care or professional development, editorial board and/or reviewer for scientific publications and granting agencies, support of community organizations improving health, health care, and health professions education, etc.) as agreed upon by the Department Chair and the faculty member. Service responsibilities may be adjusted annually by the Department Chair, in consultation with the faculty member, in accordance with the faculty member’s rank and workload in teaching and research.

- (5) The APE will result in an overall score between 1.00 and 5.00 will be based on the weightings and ratings of each performance category determined by the Department Chair. Faculty members must have an overall score that meets, exceeds, or is rated at outstanding performance to meet overall performance expectations for the performance year.
- (6) Performance may be reviewed mid-year or at other intervals at the discretion of the Department Chair.

(K) Feedback for Affiliated Faculty

- (1) Affiliated Faculty will be given the opportunity to receive feedback from their Department Chair or the Office of Clinical Faculty Affairs on their academic performance and progress toward promotion on a regular basis. Affiliated Faculty appointments will continue unless the faculty member receives a Notice of Non-reappointment in accordance with the University Faculty Bylaws.
 - (a) Affiliated Faculty who disagree with the intention to recommend non-reappointment may request a meeting with the Department Chair within five (5) business days to determine if the matter may be resolved prior to notification of the Dean.

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- (b) After the meeting, the Department Chair will notify the Affiliated Faculty member and the Dean of the final recommendation.
- (c) The Department Chair will forward recommendations concerning non-reappointments to the Dean.
- (d) In the event of non-reappointment, the final date of appointment will be June 30 of the same year.

(L) Performance of Essential Functions (for NEOMED-employed Faculty)


- (1) The Fitness for Duty Assessment is not a disciplinary process and is not subject to the procedures set forth in Appendix D of the University Faculty Bylaws.
- (2) Faculty members must perform the Essential Functions of their position as set forth in their job description, Letter of Offer, and any amendments thereto. If the faculty member's inability to perform those Essential Functions is the result of a documented disability, it is the responsibility of the faculty member to request reasonable accommodations as set forth in the Americans with Disabilities Act (ADA).
- (3) If a faculty member, in the judgment of the Department Chair, is not performing the Essential Functions of their position, the Department Chair will consult with the Director of the Office of Human Resources. The annual performance evaluation will be suspended until it is determined by the Department Chair, in consultation with the Office of Human Resources, that the faculty member is or is not fit for duty.
- (4) The Director of Human Resources shall consult with the General Counsel to determine if the faculty member should undergo a Fitness for Duty Assessment. The Fitness for Duty Assessment will be conducted by an appropriate healthcare professional.

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- (5) Following the Fitness for Duty Assessment, the faculty member will engage in an iterative process with the Office of Human Resources to determine the nature and extent of reasonable accommodations following the guidelines established by the ADA and amendments thereto.
- (6) If the faculty member is able to perform the Essential Functions of their position as set forth in the job description by employing reasonable accommodations, the faculty member will re-enter the annual performance evaluation process, as determined by the Department Chair, in consultation with the Dean.
- (7) If it is determined that a faculty member is unable to perform the Essential Functions of their position as set forth in the job description despite the provision of reasonable accommodations, their employment may be terminated.
- (8) The Office of General Counsel will serve as the repository for all documents pertaining to a Fitness for Duty Assessment.

(M) Faculty Leave of Absence

- (1) NEOMED-employed Faculty
 - (a) Faculty who are employees of the University are expected to follow the leave procedures as outlined in the Employee Handbook of the University.
 - (b) Leaves of Absence approved by the Department Chair and the Dean will not be counted toward accumulated time in rank.
- (2) Affiliated Faculty
 - (a) A non-employee Affiliated Faculty member may request a Leave of Absence when the faculty member is expected to be absent from activities for no less than six (6) months or more than two (2) years.

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- (b) A request for a Leave of Absence shall be made by the faculty member to the Department Chair and Dean for approval. A leave of absence will not be counted toward time in rank.
- (c) Leaves of absence approved by the Department Chair and Dean will be noted in the faculty member's official file.