



# UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

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## Uniformed Services University (USU) School of Medicine Policies for the Academic Administration of the Faculty Instruction 1100A

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### Common ACRONYMS

ADF	Associate Dean for Faculty Affairs
CAPT	Committee on Appointments, Promotions and Tenure
CRADA	Cooperative Research and Development Agreement
CV	Curriculum Vitae
CHR	Civilian Human Resources Directorate
DEN	Dean, School of Medicine
DOD	Department of Defense
IP	Interdisciplinary Graduate Program
MTF	Military Treatment Facilities
NTE	Not-to-exceed
PRC	Departmental Promotion Review Committee
SOM	USU School of Medicine

1 (DEN)  
2

3 **SECTION 1:**  
4 **Scholarship: Definitions, Assessment, and Evaluation for Faculty**  
5 **Membership**  
6

7 ABSTRACT  
8

9 This section establishes and defines scholarship for determining qualifications for faculty  
10 membership in the Uniformed Services University of the Health Sciences (USU), F. Edward Hébert  
11 School of Medicine (SOM). In addition, it details the criteria used for the assessment and evaluation  
12 of scholarly achievements, and the application of these criteria for the determination of academic  
13 rank.  
14

15 **A. Reissuance and Purpose.** This Instruction reissues USU Instruction 1100A (*Reference (a)*), and  
16 provides policies and procedures for the appointment, promotion, and tenure of USU faculty and  
17 academic staff. It describes terms of appointment, provisions for annual review, granting of tenure,  
18 suspension, and termination of appointments and tenure, conduct of employees and due process for  
19 employee actions.  
20

21 **B. References.** *See Enclosure 1.*  
22

23 **C. Applicability.** This Instruction applies to the faculty of the USU SOM.  
24

25 **D. Policy.** Under the authority and direction of USU Instruction 1100 (*Reference (b)*), and with the  
26 concurrence of the President, USU, it is SOM policy that there shall be qualifications for membership  
27 in the faculty.  
28

29 **E. Definitions, Assessment and Evaluation of Scholarly Activities.**

30 The USU SOM recognizes scholarship as academic achievement that can occur in four distinct  
31 domains, which are detailed in this section. The four types of scholarship, Discovery, Integration,  
32 Teaching, and Application (including professional and clinical service), are adapted and modified  
33 from concepts developed by Ernest L. Boyer, *Scholarship Reconsidered: Priorities of the*  
34 *Professoriate* (San Francisco: Jossey-Bass, 1990). In addition, faculty of the SOM, are required to  
35 demonstrate active institutional citizenship. Finally, for the purpose of this Instruction, the peers of  
36 the faculty candidate will be the community of scholars and professionals in the discipline, field of  
37 study, or activity of which the candidate is a member.  
38

39 The following listing is intended to present examples of various forms of accomplishment in the four  
40 types of scholarship (discovery, integration, teaching, and application); examples of institutional  
41 citizenship also are provided. This list is not complete, but is intended to assist faculty, Department  
42 Chairs, Interprofessional Program Directors and the CAPT in matching candidates' accomplishments  
43 to this instruction's identified promotion criteria. Moreover, while listed accomplishments are  
44 presented in this document as separate and distinct, it is recognized that these items may frequently  
45 overlap and will build upon one another in the various domains of scholarship. For example,

46 knowledge provided by the scholarship of discovery can be assimilated and interpreted through the  
47 scholarship of integration, and subsequently shared through the scholarships of teaching and  
48 application. Finally, criteria and accomplishments are not arranged in a particular hierarchy. It is the  
49 responsibility of the faculty member to provide the Department Chair or Interprofessional Program  
50 Director, and in turn the Chair/IP Director to provide the CAPT, with an explanation as to the  
51 significance of the various activities and accomplishments.  
52

53 1. The Scholarships of Discovery and Integration: The scholarship of discovery is original,  
54 disciplined research that advances, expands, or challenges established knowledge. It encompasses the  
55 pursuit of phenomena and observations that result in the generation of new knowledge. The  
56 scholarship of integration encourages innovative thinking that translates, combines and connects  
57 various disciplines through the process of creative synthesis or analysis that seeks to interpret, draw  
58 together, and bring new insight to bear on original research. It provides meaning to isolated facts and  
59 illuminates data by putting them in perspective and fitting them into larger intellectual patterns. It  
60 requires innovative thinking that integrates knowledge from various fields, bringing different  
61 perspectives to bear on central themes.  
62

63 Examples of accomplishments in the Scholarships of Discovery and Integration (often overlapping)  
64

- 65 a. Evidence of originality as an investigator, by demonstrating the ability to initiate, design,  
66 write and submit research protocols  
67
- 68 b. Fosters the research of other groups and individuals in the department and related  
69 disciplines  
70
- 71 c. Experience in the development of research policy  
72
- 73 d. Collaborator in design, conduct, and publication of the research or as part of a multi-center  
74 trial  
75
- 76 e. Coordinates the research at a national level in a multi-center study  
77
- 78 f. Evidence of peer review and acceptance of new or integrated knowledge through the  
79 dissemination of research findings  
80
- 81 g. An ongoing record of authorship of papers in peer-reviewed journals that demonstrates the  
82 ability to generate and test hypotheses. Resources are available from the LRC to assess journal  
83 quality and rigor, and can be found at: [https://usuhs.libguides.com/ld.php?content\\_id=32646015](https://usuhs.libguides.com/ld.php?content_id=32646015);  
84
- 85 h. Authorship of articles that integrate knowledge in a field or that assess the overall value  
86 of discoveries in relationship to the areas of basic or applied research and/or current practice  
87 including systematic reviews, meta-analyses, evidence-based medicine guidelines, field manuals,  
88 technical bulletins, pamphlets and instructions, or other military or public health-related policy and/or  
89 procedure materials that undergo peer review before release or implementation;  
90
- 91 i. Authorship of books and/or book chapters

92  
93 j. High ratings of their research or creative work, as attested (where appropriate) by citation  
94 indices or by references in published literature that cite the applicant's work as definitive  
95

96 k. Social media (curated materials, synthesized literature, professionally developed podcasts  
97 or blogs, tutorials, other digital educational resources) with evidence of impact and dissemination  
98

99 l. Achievement through the dissemination and adoption of applied research activities in  
100 clinical care, public health, preventive medicine, and military medicine, including, but not limited to:  
101

- 102 1) Evaluation of the efficacy of various treatment modalities
- 103
- 104 2) Evaluation of clinical and system outcomes
- 105
- 106 3) Evaluation of health care quality, accessibility, equity and justice
- 107
- 108 4) Assessment and enhancement of patient safety
- 109
- 110 5) Evaluation of health care costs
- 111
- 112 6) Development, implementation, and evaluation of innovative community education  
113 programs;
- 114
- 115 7) Development and dissemination of peer-accepted clinical or practice guidelines;
- 116
- 117 8) Development of patents for discoveries;
- 118

119 m. Funding: The source(s), funding duration, and level of competition for successfully  
120 acquired funding should be documented.  
121

- 122 1) Principal investigator or co-investigator on grants or Cooperative Research and  
123 Development Agreements (CRADA).
- 124
- 125 2) A principal and sustained role in the management of a research program with external  
126 funding.
- 127
- 128 3) A consistent level of peer-reviewed and/or other funding for research over a sustained  
129 period of time.
- 130
- 131 4) Consistent funding for peer-reviewed health services research.
- 132

133 2. The Scholarship of Teaching provides the research-derived and data-driven components that  
134 form the basis for the advancement of the professional educational process. It challenges, extends,  
135 and transforms the knowledge of discovery into something students comprehend while encouraging  
136 lifelong learning and critical thinking. As a scholarly enterprise, the creativity of teaching includes the  
137 development of innovative pedagogical practices and course materials. It strives to identify specific

138 challenges involved in facilitating and enhancing student learning, to apply best practices for  
 139 education with ongoing assessment of a variety of educational outcomes. Teaching achievements are  
 140 presented by “Level” to facilitate the understanding of responsibilities and requirements as they apply  
 141 to each academic rank.

142  
 143 Level One: The individual classroom and/or departmental teaching contributions including  
 144 small group discussion and laboratory instruction.

145  
 146 Level Two: Institutional teaching contributions, including curriculum development, course or  
 147 module direction, inter-departmental teaching responsibilities, and active scholarly teaching  
 148 responsibilities for students, GME, and staff at affiliated clinical and affiliated teaching and research  
 149 sites.

150  
 151 Level Three: Disseminated and well-recognized contributions beyond the parent institution at the  
 152 national and/or international level. Peer-reviewed research achievements in educational areas will  
 153 qualify as evidence for the Scholarship of Discovery and/or Integration for Clinician-Investigators,  
 154 Clinician-Educators who are candidates for the rank of Professor, and faculty in the tenure-eligible  
 155 track whose main area of research is in education.

156  
 157 Examples of accomplishments in the Scholarships of Teaching as defined by levels

158  
 159

Level 1	Evidence of ability to provide the effective transfer of knowledge and/or skills to medical, graduate and postdoctoral students, postgraduate physician trainees, faculty, other members of the scientific and medical community, and the general public
	Ability to teach students how to think critically and purposefully, broaden the students’ areas of interests, and importantly, encourage and help develop the skills for self-directed learning;
	Teaching responsibilities with documentation of specific role (lecturer, lab instructor, small group facilitator, seminar leader)
	Coverage of the specified curriculum content and of the standard teaching load in the Department
Level 1	Engages in continual process improvement; integrates feedback from module directors, relevant task forces, and relevant committees to support curriculum responsiveness and equity, inclusion, justice, accountability, accessibility, and belonging.
	Variety of teaching assignments (including one-on-one, small group, multidisciplinary, large didactic, simulation, and clinical teaching) with documentation of role, number of learners, time commitment, and effectiveness
	Service as an advisor, mentor or coach for individuals
	Peer and student evaluations assessing knowledge of the subject, being up-to-date,

Level 1	preparedness, clarity of presentation, ability to answer questions, availability, and attitude toward students. Take action to ensure inclusion and belonging in educational activities. Additional evidence would be the ability to attract students to elective courses and recruit residents and fellows to participate in graduate education programs;
	Meritorious teaching evaluations from students and peers
	Courses or self-instructional activities taken to improve personal teaching skills
Level 2	Development or redevelopment of teaching materials (including electronic material and simulations) for students, continuing education courses, and/or other faculty training;
	Writing of clinical case material for teaching purposes;
	Successful mentorship of undergraduate and graduate students towards completed major honors or postgraduate research projects or mentorship of medical students CAPSTONE projects
	Guidance on graduate student comprehensive examination and thesis committees
	Invitations to present Grand Rounds/seminars at primary and at other institutions;
	Invitations to present courses outside of primary department;
	Provides written documentation of novel techniques in teaching on the delivery of care
	Assumes leadership role in teaching, i.e., course director, module director, clerkship director, residency or fellowship director;
	Development of electronic teaching materials or simulations
	Consistently receives outstanding teaching evaluations or teaching awards and recognition as an outstanding role model for students;
	Develops innovative teaching methods such as educational software, videotapes, packaged courses or workshops;
	Actively serves in coaching programs for students that is longitudinal, crossing multiple components of the curriculum
	Provides continuing education at local and national meetings;
	Mentors and sponsors junior faculty members
Successfully runs regional continuing education courses;	

Level 2	Awards received for teaching
	Creates a new course or curriculum.
	Social media to include professionally developed blogs, tutorials, podcasts or videos to improve teaching, and curated collections with documentation of impact
Level 3	Facilitates education of equity, inclusion, accountability and belonging concepts
	Author or editorship of articles, chapters, books, web-based instruction, or other educational materials
	Publishes articles on health professional education with emphasis on hypothesis-driven research;
Level 3	Acts as a peer reviewer or on the editorial board on aspects of teaching or the results of research on teaching
	Develops educational material in media other than print (video, computer programs, Internet) that demonstrates expanded peer recognition through utilization by institutions, educators, and clinicians outside of USU;
	Receives favorable peer reviews or significant adoption of innovative published or circulated instructional material;
Level 3	Invitations to lecture or give demonstrations at national or international conferences on teaching;
	Evidence of systematic experimentation on, or scholarly analysis and evaluation of, alternative and innovative teaching approaches or materials, such as the development of inclusive curricula;
	Organizing national or international meetings
	Provides educational leadership by writing syllabi, textbooks, or assuming an institutional level policy-making administrative role
	Consistent participation in national educational activities, e.g., Residency Review Committees, professional organizations sponsored programs, re-certification and workshops;
	Invitations to be a visiting scholar at another institution;

160

161

162

3. The Scholarship of Application refers to the responsible implementation of knowledge gained from the other three scholarships. It involves scholarly engagement with society, building bridges



163 between theory and practice by applying knowledge to address practical problems, and encompasses  
164 both professional and clinical service. The activity of scholarly application is dynamically related to  
165 the other scholarships. It is directly tied to one's special field of knowledge and can itself give rise to  
166 new intellectual understandings.

167  
168 4. Professional Service activities are based on professional expertise and usually denote peer  
169 recognition. In many cases these will be considered evidence of the scholarship of application.  
170 Faculty service to the uniformed services, or other federal departments and agencies, and involvement  
171 in professional, educational, scientific or community organizations at the local, state, national or  
172 international levels will be considered as evidence of professional service, including leadership roles  
173 and decision-making consultation. Areas of professional service include, but are not limited to,  
174 programs and activities in professional societies and scientific organizations involving epidemiology,  
175 preventive medicine, public health, disaster medicine, combat casualty care, contingency medicine,  
176 operational medicine, and diversity, equity, inclusion, accessibility, accountability, belonging.

177  
178 Examples of accomplishments in the Scholarships of Application (Professional Service)

- 179  
180 a. Selection as research, education, or clinical program director at the institutional level  
181  
182 b. Membership on major decision-making committees in professional or scientific  
183 organizations  
184  
185 c. Membership on major decision-making committees in Department of Defense (DoD),  
186 HHS, or other governmental agencies;  
187  
188 d. Service as an officer or committee chair on major decision-making committees in  
189 professional or scientific organizations  
190  
191 e. Service to local, state, federal, and national organizations through education, consultation,  
192 or other roles  
193  
194 f. Invited presentations at national meetings; invited research seminars at USU, its affiliates,  
195 and other institutions  
196  
197 g. Selection as a reviewer for a research funding agency study section  
198  
199 h. Selection as a member of a professional society review section or institutional review  
200 Board  
201  
202 i. Service on task forces or committees, or individual mentoring and sponsorship to advance  
203 diversity, equity, inclusion, accessibility, accountability and belonging enhancement efforts and  
204 improve the work environment for student and faculty populations of all backgrounds  
205  
206 j. Utilized as a national consultant in area of expertise  
207  
208

209 k. Selection to responsible positions dealing with health care issues at the local, state,  
210 regional, national, international, or federal levels

211  
212 l. Assumption of a substantive leadership role at the regional level - i.e., chairing  
213 committees, or accepting positions as an officer of local or state professional organizations

214  
215 m. Assumption of a substantive leadership role at the national level - i.e., chairing national  
216 symposia and meetings, chairing committees, or accepting positions as officer of national  
217 professional organizations

218  
219 5. Clinical Service is considered an essential component for appointment and promotion of  
220 health care professionals who deliver patient care and teach in the clinical environment. It requires  
221 scholarly components through innovative and thoughtful application of knowledge and experience to  
222 the delivery of diligent and excellent health care. It requires the personal characteristics of honesty,  
223 empathy, responsiveness, dedication to patient welfare, and the ethical values of equity, justice,  
224 accessibility, and accountability. It requires the transmission of these ideals by example to peers and  
225 students. The SOM recognizes that the teaching of clinical knowledge, skills, and professional  
226 attitudes requires that the teacher has ongoing involvement in patient care. This serves to  
227 ensure that the teaching is relevant to actual practice and requires clinical teachers to keep abreast of  
228 advances in clinical care and be able to communicate these developments to their students in a  
229 meaningful, effective, inclusive and equitable manner. Clinical responsibilities as they relate to the  
230 aforementioned teaching responsibilities of the faculty member will be evaluated and given  
231 appropriate and careful consideration in the overall review for academic promotion.

232  
233 Examples of accomplishments in the Scholarships of Application (Clinical Service)

234  
235 a. Documentation of current clinical responsibilities and current clinical activities

236  
237 b. Documentation of active involvement in CME activities, including attendance at local  
238 grand rounds, department conferences, and professional society meetings

239  
240 c. Demonstration of mastery and independence of clinical skills, e.g., introduction of new  
241 techniques or improved quality of care

242  
243 d. Board certification; successful completion of recertification and maintenance of  
244 certification examinations

245  
246 e. Support from internal peers at the site of practice

247  
248 f. Selection by peers to lead clinically oriented conferences such as "Morning Report",  
249 Morbidity and Mortality Conferences, Case Reviews, and Grand Rounds

250  
251 g. Documentation of "preferred provider/consultant" status within the local and/or regional  
252 community

253  
254

- 255 h. Invitations to speak on clinical topics on campus or participation on institutional clinical  
256 care committees
- 257
- 258 i. Development of new techniques, therapies, or health care delivery systems that have  
259 improved the health of the population served
- 260
- 261 j. Creative, active participation in the evaluation of the effectiveness (quality, utilization,  
262 access, cost) of the care being provided; development of a new “standard of care”;
- 263
- 264 k. Documentation of innovative quality assurance programs
- 265
- 266 l. Demonstration of effective leadership at the site of clinical practice, i.e., director of a  
267 clinical service, head of a division, chair of a department, head of an interdisciplinary team that  
268 creates and manages a clinical pathway and outcomes evaluation
- 269
- 270 m. Recognition for excellence in clinical activity at the local, regional, and/or national level  
271 through letters of reference, awards, institutional evaluations, invitations to speak, or requests to write  
272 reviews
- 273
- 274 6. Institutional Citizenship describes active involvement supporting USU, SOM, the faculty  
275 member’s Department, or an affiliated institutional operation outside of the faculty member’s primary  
276 realm of responsibility. Institutional citizenship includes, but is not limited to, SOM or hospital  
277 committee work, participation in the Faculty Senate, and assisting with accreditation activities.
- 278

279 Examples of Accomplishments in Institutional Citizenship

- 280
- 281 a. Service on committees or task forces within the program, division, Department, SOM,  
282 and/or University and/or its affiliated teaching and research institutions
- 283
- 284 b. Appointment to responsible positions within USU, such as chair of a committee
- 285
- 286 c. Service awards from an area of the University
- 287
- 288 d. Participation in the activities of the Faculty Senate
- 289
- 290 e. Participation in policy development, supervision or advice, and certain administrative  
291 responsibilities at departmental, faculty, or institutional level
- 292
- 293 f. Participation in search committees
- 294
- 295 g. Participation in departmental, divisional, and institutional quality assurance programs
- 296
- 297 h. Participation in institutional accreditation or reaccreditation activities
- 298
- 299 i. Development of knowledge products and tools to benefit University’s efficiency,  
300 effectiveness, policies, diversity, equity, inclusion and belonging

301 **SECTION 2:**

302 **Faculty Appointments: Tracks, Pathways, and Titles**

303 **ABSTRACT**

304  
305  
306 This section details the components of a faculty appointment at the USU SOM. Issues addressed in  
307 this section include the identification and distinctions between tracks and pathways, and categories of  
308 ranks and titles, including modifiers. This section outlines the eligibility criteria for tenure and the  
309 time frames during which tenure must be achieved.

310  
311 The following is a list of terms used to describe a faculty member's appointment.

- 312 • Track – There are two tracks: tenure-eligible or tenure-ineligible.
- 313 • Pathway – Pathways are only designated within the tenure-ineligible track, and define the major  
314 responsibilities and activities of the faculty member. (See Section 4 on qualifications for specific  
315 faculty ranks.)
- 316 • Title – Titles are given to faculty as part of the appointment and consist of academic ranks which  
317 can be unmodified or modified with a prefix. See section on Qualifications of Specific Faculty Ranks.
- 318 • Academic rank – Ranks follow traditional professorial designation including Instructor, Assistant  
319 Professor, Associate Professor, and Professor

320  
321 Modified – Academic ranks can be modified with a prefix, such as Adjunct, or remain unmodified.

322  
323 **A. The Faculty Tracks.**

324  
325 Appointments to the faculty of the SOM will be in either the tenure-eligible track or the tenure-  
326 ineligible track.

327  
328 1. The Tenure-Eligible Track:

329  
330 a. Faculty in the tenure-eligible track will hold unmodified academic titles and shall be  
331 eligible for the privileges thereof.

332  
333 b. The tenure-eligible track is restricted to civilian faculty who will commit full-time effort  
334 and responsibilities to the USU SOM programs, including assigned duties at the SOM affiliated  
335 institutions. Appointment to the tenure-eligible track is based on specific criteria and institutional  
336 needs and is open to scientists and clinicians.

c. All appointments and renewal of appointments to academic positions within the tenure-eligible track, but without the award of tenure, are probationary. The probationary period is for a specified time period and the faculty member must demonstrate the qualifications required for appointment renewal, promotion, and/or the award of tenure. In the case of a faculty member who has served in a tenure-eligible track equivalent appointment at another academic institution, the amount of time counted toward the probationary period will be agreed upon and stated in writing at the time of the USU SOM tenure-eligible track initial appointment. During the probationary period, the faculty member shall have access to submitted documents (not including letters of reference) regarding the basis for decisions affecting re-appointment, promotion, and the award of tenure. In addition, faculty shall receive from the Department Chair an annual evaluation of performance.

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

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

ACADEMIC RANK	INITIAL APPOINTMENT TERM	RENEWALS	TOTAL PROBATIONARY PERIOD
Assistant Professor	3 years	Two 3-year terms	9 Years
Associate Professor	4 years	NONE	4 years
Professor	4 years	NONE	4 years

2) Extensions of the Tenure Probationary Period: It is recognized that anticipated or unanticipated life events may impede a faculty member’s ability to demonstrate the professional achievements required for the award of tenure. Eligibility for extensions begins on the date of hire. The notification or request for an extension of the probationary period must occur within 12 months of the inciting event. Letters of request and certifying documents should include all of the required specifics for support of the tenure extension request. The request will be routed through the Department Chair to the CHR and then to the CAPT for review. Possible actions by the CAPT include; concurrence, nonconcurrence, or a deferred decision. The CAPT’s recommendation will be forwarded to the Dean for approval/disapproval.

386 a) The maximum probationary period may be extended up to one year upon request  
387 for faculty in cases of extenuating family circumstances such as the birth of a child, adoption of a  
388 child, becoming a new foster parent, the death of a spouse/partner or child, serious illness of the  
389 faculty member or their family member, or the death of a parent. Additionally, an extension may be  
390 considered in other serious life circumstances, or a situation that adversely affects or hampers the  
391 employee's work productivity (i.e., pandemic, epidemic, natural disaster, furlough, etc.) over which  
392 they have no control.

393  
394 b) The total number of extensions will not exceed three.

395  
396 a. Academic appointments within the tenure-eligible track but without tenure shall not  
397 guarantee or imply any assurance of renewal, promotion, or eventual award of tenure. Such actions  
398 must be based on a positive recommendation in accordance with procedures and standards established  
399 by University and SOM policy.

400  
401 b. The award of tenure can only be made by the President, USU, based on the  
402 recommendations of the CAPT, and the Dean, SOM. Tenure shall be granted only to tenure-eligible  
403 faculty members who have met the established Federal, DoD, and USU criteria for standards of  
404 conduct, performance and scholarly activities, including applicable professional and clinical service,  
405 and institutional citizenship as defined in Section 1 of this Instruction.

406  
407 c. The probationary period, as defined in this instruction, applies to all faculty employed as  
408 of the effective date of this Instruction. This probationary period does not apply to tenured faculty or  
409 faculty in their terminal year.

410  
411 d. At the end of the complete tenure probationary period (9 years for Assistant Professor, 4  
412 years for Associate Professor and Professor), if the faculty member is not approved for tenure, the  
413 faculty member will be granted a terminal year.

## 414 415 2. Tenure-Ineligible Track:

416  
417 a. The tenure-ineligible track includes all uniformed service faculty members and those  
418 civilian faculty members not specifically appointed to the tenure-eligible track.

419  
420 b. Faculty in the tenure-ineligible track may hold unmodified or modified academic titles and  
421 shall be eligible for the privileges thereof.

422  
423 c. Appointment to the tenure-ineligible track is based on specific criteria and institutional  
424 needs, and is for a specific duration of time. (See section 3 on duration of academic appointment)

425  
426 d. Academic appointments within the tenure-ineligible track shall not guarantee or imply any  
427 assurance of renewal or promotion. Such actions must be based on a positive recommendation in  
428 accordance with procedures and standards established by University and SOM policy.

429  
430  
431

432 TABLE 2 – Tracks and Pathways Available for Faculty  
 433

TRACK	PATHWAYS
Tenure-Eligible	Not applicable
Tenure-Ineligible	Clinician-Educator Clinician-Investigator Educator Research

434  
 435 **B. Faculty Pathways.**  
 436

437 The Department Chair will assign a tenure-ineligible track faculty member to one of four pathways;  
 438 these include **Clinician-Educator, Clinician-Investigator, Educator, or Research**. This  
 439 assignment will be based on departmental needs and the criteria presented in this Instruction.  
 440 Pathways can be changed by the Chair to meet the needs of the department and the work of the  
 441 faculty member. This pathway modification does not require approval of the Dean, SoM.  
 442

443 1. The Clinician-Educator Pathway  
 444

445 Practicing clinicians whose primary scholarly achievements are in the educational, clinical, and  
 446 professional service activities of the SOM will be eligible for appointment in this pathway. Faculty  
 447 must be committed to the educational and clinical service missions of the SOM. They must take  
 448 primary responsibility for patient care and must be an integral component of the Department's clinical  
 449 and teaching programs. Faculty in this pathway are expected to assume administrative responsibility  
 450 for medical education and related clinical care activities at the USU or its affiliated teaching  
 451 institutions.  
 452

453 2. The Clinician-Investigator Pathway  
 454

455 Practicing clinicians whose primary scholarly achievements are in the research, educational, clinical, and  
 456 professional service activities of the SOM will be eligible for appointment in this pathway. Faculty must  
 457 be committed to the research, education, and clinical service missions of the SOM. In addition to  
 458 documentation of research activities, individuals in this pathway must take primary responsibility for  
 459 patient care and be an integral component of the Department's clinical and teaching programs.  
 460

461 3. Educator Pathway  
 462

463 Billeted faculty recruited to engage primarily in teaching and other educational activities will be  
 464 eligible to for appointment in this pathway. Faculty will devote the preponderance of their effort to  
 465 the scholarship of teaching and education-related activities including educational administration.  
 466 Non-educational administrative service will normally occupy no more than 20% of their professional  
 467 time and may be adjusted with the approval of the Department Chair.  
 468

469 4. Research Pathway

470  
 471 Faculty recruited and employed to be engaged principally in the scholarship of discovery and  
 472 integration will receive an academic appointment in the research pathway. Faculty will devote the  
 473 preponderance of their effort to research and research-related activities. Teaching, administrative  
 474 activities, and professional service will ideally occupy no more than 20% of their professional time.  
 475 The amount of time allocated to teaching and administrative activities may be adjusted with the  
 476 approval of the Department Chair. Financial support for the research activities associated with the  
 477 faculty appointment is to be derived to the fullest extent possible from extramural research funds and  
 478 grants.

479  
 480 **C. Titles.**

481  
 482 TABLE 3 – Faculty Titles Available

483

Unmodified (No prefix)	Eligible Ranks
	Instructor, Assistant Professor, Associate Professor, Professor

484

Modified (Prefix)	Eligible Ranks
Adjunct	Assistant Professor, Associate Professor, Professor
Clinical	Assistant Professor, Associate Professor, Professor
Distinguished	Professor
Emeritus/a	Associate Professor, Professor
Visiting	Assistant Professor, Associate Professor, Professor

485  
 486 In keeping with academic titles: Instructor, Assistant Professor, Associate Professor, and Professor  
 487 denote increasing ranks within the professorial series. Other titles are used to describe faculty  
 488 members whose duties do not correspond with traditional professorial appointments. Academic titles  
 489 may be unmodified or modified as described below.

490  
 491 1. Unmodified Professorial Titles

492  
 493 Individuals in the SOM or at affiliated teaching or research institutions who have made and continue  
 494 to make major and consistent contributions in terms of time, scholarly activity, professional service,  
 495 and institutional citizenship to the programs and activities of the SOM will be considered for  
 496 appointments with unmodified academic titles at the rank of Instructor, Assistant Professor, Associate  
 497 Professor, or Professor. These ranks are used for all faculty regardless of track or pathway, civilian or  
 498 uniformed, billeted or non-billeted. Individuals are only permitted to have unmodified professorial  
 499 titles at a single academic institution; therefore, those who choose to retain an unmodified  
 500 professorial title at another academic institution are only eligible for a modified title at USU.

501  
 502 2. Modified Professorial Titles

503  
 504 The titles listed below may be used for tenure-ineligible faculty in either basic science or clinical  
 505 science departments. Faculty holding any of the following prefixed titles that are recommended for



506 an appointment at the rank of Assistant Professor, Associate Professor, or Professor must fulfill the  
507 same SOM eligibility and authorization requirements and undergo academic review as new  
508 candidates for such appointments.

509  
510 a. The prefix ADJUNCT

511  
512 1) It is recognized that there are professional scientists, clinicians, emeritus faculty of  
513 other academic institutions, individuals in administrative positions, and others in the academic,  
514 clinical, scientific, military, and general community who have particular expertise or competencies  
515 that will enhance and benefit the mission of the USU SOM. To formalize their relationship with  
516 USU, individuals whose contributions to USU SOM programs, although episodic, are of such value  
517 as to warrant recognition will be offered a tenure-ineligible faculty appointment with the Adjunct  
518 prefix modifier. Due to their limited USU-directed activities, the academic rank of these faculty  
519 members will be based, for the most part, on their achievements outside the USU academic  
520 community. Adjunct modifiers are also available to scientists and clinicians assigned to USUHS.  
521 Appointment rank and promotion will be based on appropriate application of the criteria defined in  
522 this Instruction.

523  
524 2) Appropriately detailed documentation of eligibility, accomplishments, contributions to  
525 the USU missions, and evidence of peer recognition justifying the proposed appointment or  
526 promotion and academic rank will be provided by the Department Chair or Program Director.

527  
528 3) The initial appointment will be up to three years and the effective date will be  
529 established by CHR. These appointments may be renewed for a period up to three years with no limit  
530 on the number of renewals

531  
532 4) Adjunct faculty **do not become** Government employees by virtue of this appointment  
533 and have no authority to supervise Government personnel or represent the Uniformed Services  
534 University of the Health Sciences.

535  
536 b. The prefix CLINICAL

537  
538 1) The prefix CLINICAL may be used by the USU Department Chair for those at the  
539 rank of Associate or Full Professor. It is reserved for individuals in the tenure-ineligible track whose  
540 primary contributions to the SOM are in clinical teaching, clinical practice, or administration. Due to  
541 the limited time afforded these clinical faculty to work in traditional scholarly activities, their  
542 appointments will be based on their achievements and recognition in teaching, clinical practice, and  
543 clinical administration. It is permitted for USU billeted faculty to have a Clinical prefix after  
544 approval of the Department Chair.

545  
546 c. The prefix DISTINGUISHED

547  
548 1) It is recognized that senior individuals of national or international status may need a  
549 unique designation to recognize their contributions to the strength and development of the USU SOM  
550 programs. This prefix may only be used at the rank of Professor. Appointments to this rank require  
551 approval by the President, USU. The Dean initiates these appointments with the concurrence of the

552 Chair of the relevant Department, and appointments to this rank require concurrence by the Dean.  
553 The initial appointment will be up to two years. These appointments may be renewed for a period up  
554 to two years with no limit on the number of renewals.  
555

556 2) The title Distinguished Professor of Military Medicine will be offered, with the  
557 concurrence of the Chair of Military and Emergency Medicine, to the active Surgeon General of each  
558 of the uniformed services during their terms. The title is term-limited and valid only while the  
559 individual serves as an active Surgeon General. The individual will be eligible to be considered for a  
560 faculty position within the traditional academic hierarchy following completion of the Surgeon  
561 General's term.  
562

563 3) The prefix Distinguished, when used in any other SOM department for active-duty  
564 uniformed personnel or senior Federal civilian personnel, will be term-limited and valid only while  
565 the individual remains in the uniformed position or Federal position held at the time of appointment  
566 as Distinguished Professor.- The individual will be eligible to apply for a faculty position within the  
567 traditional academic hierarchy following completion of their term in uniform or Federal service.  
568

569 4) The prefix Distinguished may be used in any SOM Department for senior individuals  
570 who have previously held professorial rank in other universities or institutions of higher learning.  
571 The Department Chair may initiate such appointments that require review by the CAPT and  
572 concurrence by the Dean prior to submission to the President, USU, for a final determination.  
573

574 d. The prefix EMERITUS/A  
575

576 1) The prefix emeritus/emerita may be used only for exceptional **retired** faculty who  
577 have rendered long and distinguished service to USU SOM. Appointments to this rank are initiated  
578 by the Department Chair or Dean and require concurrence of the CAPT and Dean, and approval of  
579 the President, USU. Eligible faculty members must have at least achieved the rank of Associate  
580 Professor, with or without tenure, and held either an unprefix appointment or an appointment with  
581 the prefix of CLINICAL. This prefix will modify the last position or faculty rank held at the SOM  
582 e.g., Dean Emeritus/Emerita, Chair Emeritus/Emerita, faculty rank Emeritus/Emerita. Nominations  
583 will be submitted by the department through the Dean, SoM, to CHR for submission to the CAPT for  
584 review and the President, USU, for a final determination.  
585

586 e. The prefix VISITING  
587

588 1) The prefix visiting may be used with the academic titles Instructor, Assistant  
589 Professor, Associate Professor, and Professor. These appointments are approved for individuals who  
590 will complement, support, or provide critical expertise regarding the scholarly activities of research or  
591 educational programs that would benefit the mission of USU, affiliated medical institutions, or the  
592 DoD as a whole. The initial visiting faculty appointment is made for a period of up to two years. The  
593 Dean may renew these appointments in increments of up to one year but not to exceed the maximum  
594 period of two additional years (for a maximum time of 4 years) provided that there is significant  
595 justification for the critical need and impact of retaining the individual for the additional period.  
596

597                   2) The organizational title VISITING SCIENTIST may be used for an individual at any  
598 academic rank appointed for a period of up to two years. Such employees will be compensated  
599 between the salary range of Instructor to Professor based on the individual's experience,  
600 qualifications, and/or specialties.  
601

## **SECTION 3:**

### **Faculty Assignments and Initial Appointments**

#### **ABSTRACT**

This section details the components of faculty assignments and appointment at the USU SOM. Assignment is defined as the faculty member's initial position in the University community; appointment refers to the faculty member's academic rank. Issues addressed in this section include the process of initial assignment for both uniformed and civilian faculty and appointment length. The following is a list of terms and forms referred to below:

1. Standard Form (SF)-52 (Request for Personnel Action)- the form to **request** a personnel action
2. Standard Form-50 (Notification of Personnel Action) - the form for **notification** of official personnel action which comes after the SF-52 (Note the SF-50 and SF-52 are only used for billeted paid civilian faculty)
3. USUHS Form 107 - the official form to request an academic action (such as promotion, academic track, reinstatement, and appointment).
4. Uniformed services faculty – this includes active duty military faculty, Public Health Service, and Coast Guard
5. Billeted faculty – faculty officially assigned to USU. These faculty may be located at USU or another teaching hospital
6. Non-billeted faculty – faculty who may have an academic appointment but are not billeted at USU and are not paid by USU.

#### **A. Assignment and Appointment of Uniformed Services Faculty**

1. Assignment of Members of the Uniformed Services assigned (active duty billeted) to USU.
  - a. The Surgeons General have agreed to assign uniformed services faculty to USU and its affiliated medical and research centers for tours of duty as prescribed by their appropriate Service.
  - b. Appointments to academic ranks of uniformed faculty members will be determined based upon the criteria described in this Instruction irrespective of military rank or military position. Military faculty positions are without tenure.
  - c. The academic appointment for billeted uniformed services faculty members shall be for the duration of their current duty assignment subject to annual review by the appropriate Department Chair. The duty assignment may be concluded as a result of the parent Service requirements, applicable review as specified in this Instruction, or upon the request of the Dean.
  - d. Continuance of academic appointments will be assessed upon reassignment from USU based upon ongoing academic activity directly in support of the USU SOM mission.
  - e. Active-duty faculty members who had an appointment terminated upon reassignment from USU, and subsequently return to USU in an active-duty position within five (5) years of their termination date, can be re-appointed at an academic rank not less than that previously held. This

648 action is approved by the Chair and does not require review by the CAPT, Dean, SOM or USU  
649 President. If the new appointment is for a proposed academic rank higher than the rank held at the  
650 time of departure from USU, CAPT and Dean review will be required and approval by the USU  
651 President. Individuals who held an appointment while on active duty and are seeking a new civilian  
652 appointment must comply with the regulations (See USU Instruction 1107 (*Reference c*) and USU  
653 Instruction 1100 (*Reference b*)) concerning the determination of academic rank for new civilian  
654 appointments.

655  
656 f. Uniformed services faculty shall have the same academic rights and responsibilities  
657 afforded to civilian faculty members of the SOM provided that such rights and responsibilities are  
658 compatible with their uniformed status.

659  
660 g. Responsibilities of uniformed services faculty to USU, Department Chairs, local  
661 command, and the Surgeons General are set forth in agreements with the Surgeons General and in  
662 USU letters of appointment.

663  
664 h. Billeted USU faculty members are responsible to the SOM Department Chairs and the  
665 Dean with respect to participation in research, educational activities, institutional citizenship,  
666 professional service, and patient care activities of the USU academic program. Faculty providing  
667 clinical services are concurrently responsible to the uniformed medical departments and medical or  
668 research center/activity commanders for such activities performed in facilities under their supervision.

669  
670 2. Appointment of Members of the Uniformed Services Not Assigned (non-billeted) to USU.

671  
672 a. Initial appointments for non-billeted uniformed faculty will be up to three years, and the  
673 effective date will be established by the Civilian Human Resources Directorate (CHR). These  
674 appointments are subject to satisfactory periodic reviews to occur at intervals of no less than every  
675 three years, as determined by the appropriate SOM Department Chair. These appointments may be  
676 renewed for up to three years with no limit to the number of renewals.

677  
678 **B. Assignment of Civilian Faculty to the USU SOM.**

679  
680 Assignment of a civilian faculty candidate to the tenure-eligible or tenure-ineligible track  
681 shall be made at the time of the initial recruitment by the appropriate Department Chair and  
682 determined by the needs of the department and the SOM, based on the nature and scope of the  
683 anticipated participation in scholarly activities, professional service, clinical service, and institutional  
684 citizenship relevant to USU and its programs. Civilians assigned faculty to USU will need to  
685 complete required processes for their academic appointment. The academic appointment will be for  
686 the duration of the assignment based on the term Not-To-Exceed (NTE) date.

687  
688 **C. Position Appointment and Academic Appointment of Faculty to Administrator Positions.**

689  
690 1. USU SOM appointments to administrator positions, including but not limited to the Dean,  
691 Associate and Assistant Deans, Department Chairs, Vice Presidents, Special Assistants,  
692 Interdisciplinary Program Directors, and University associated military positions are initially without

693 tenure. If the administrator held a Tenured faculty position prior to appointment as an administrator,  
694 the employee will maintain their Tenure status.

695  
696 2. Policy and procedures for the search and selection of individuals for administrator positions  
697 is presented in USU Instruction 1107.

698  
699 3. There is no right to a hearing before the Faculty Grievance Committee for termination of an  
700 administrator appointment.

701  
702 4. The terms and conditions of administrator appointments shall be in compliance with Federal,  
703 DoD, and/or USU appointment regulations or procedures. Each appointment action shall be officially  
704 documented by a Notification of Personnel Action (Standard Form SF 50-B) or in other written  
705 documentation.

706  
707 5. Faculty appointed to administrator positions will be on a time-limited basis. Initial time-  
708 limited appointments of tenure track faculty to administrator positions shall be made for a period of  
709 up to five (5) years, unless otherwise specified in writing. Initial time-limited appointments of tenure  
710 ineligible track faculty to administrator positions shall be made for a period of up to two (2) years,  
711 unless otherwise specified in writing, as the faculty appointment controls the academic appointment  
712 term. These time-limited appointments will have a Not-To-Exceed (NTE) date established at the time  
713 of the appointment. The NTE date shall constitute the last day of employment in the administrator  
714 position, unless otherwise specified in writing or by this Instruction. administrator appointments may  
715 be renewed for a period of up to five (5) years or of up to two (2) year as applicable with no limit on  
716 the number of renewals.

717  
718 6. Faculty appointed to administrator positions may be relieved of their administrator  
719 responsibilities at any time as administrator appointments are not continuous, and the incumbent  
720 serves at the pleasure of their immediate supervisor(s).

721  
722 7. Any subsequent extensions or modifications of an appointment shall be documented by an SF  
723 50-B and/or in other written documentation and a copy shall be provided to the individual.

724  
725 **D. Academic Appointment of Civilian Non-billeted Faculty**

726  
727 1. In order to maintain faculty sufficiency, Department Chairs may appoint civilian non-billeted  
728 faculty. These individuals include contractors.

729  
730 2. These faculty may qualify for faculty appointments as outlined Section 2. Any request for  
731 faculty initial appointment will need to follow instructions as set forth in this document.

732  
733 3. These faculty shall have the same academic rights and responsibilities afforded to civilian  
734 faculty members of the SOM provided that such rights and responsibilities are compatible with their  
735 contract. However, non-billeted civilian faculty, who are not Government employees, have no  
736 authority to supervise Government employees.

737  
738

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

744  
 745 5. Non-billeted civilian faculty are not eligible for tenure.

746  
 747 TABLE 4 – Academic Appointment Length and Reappointments  
 748

Faculty category	Initial assignment	Initial academic appointment length	Number of reappointments for academic rank
Tenure track faculty	Follows probationary period specified on SF-50	NA	NA
Tenured faculty who are administrators	Up to 5 years	Length of assignment to USU	NA
Tenure ineligible billeted civilian faculty	Follows NTE	Length of NTE	Unlimited number
Non-billeted faculty (Civ & Uniformed)	NA	Up to 3 years (start time set by the CHR)	Unlimited every 3 years
Visiting faculty	Up to 2 years	Up to 2 years	Up to 2 years (1 yearlong each; 4 years maximum)
Emeritus faculty	NA	Permanent or until department inactivates or revokes for cause.	No reappointments

749

750 **SECTION 4:**  
751 **Qualifications for Specific Faculty Ranks and Granting of Tenure**  
752

753 **ABSTRACT**  
754

755 This section establishes the qualifications and criteria for each faculty rank available, according to the  
756 various tracks and pathways for USU SOM. It also gives an overview of the meaning of Tenure.  
757

758 **A. Tenure-Eligible Track.**  
759

760 1. Overview of Tenure  
761

762 Only those faculty members appointed into the tenure-eligible track shall be eligible for tenure. The  
763 granting of tenure is a deliberate, positive decision based upon meeting established conduct,  
764 performance, and academic/scholarly standards; it shall not be granted based solely on length of  
765 service. Tenure and promotion may be dissociated if promotion occurs prior to the end of the  
766 probationary period. (See Table 1 USU Instruction 1100A).  
767

768 a. Relationship between Promotion and Tenure  
769

770 1) Promotion is an award for a *record of sustained academic achievement*. Tenure is a  
771 *commitment by the institution to an enduring contract with the faculty member*. In reviewing  
772 nomination packages, the CAPT approaches promotion and tenure separately. Candidates for  
773 promotion and tenure may be awarded promotion with tenure or promotion without tenure.  
774

775 2) Promotion is awarded by meeting the criteria for expected conduct, performance and  
776 advanced scholarship as described in Section 3. Tenure is an additional recognition based on  
777 significant contributions to institutional citizenship that mark the faculty member is worthy of an  
778 enduring contract with the university.  
779

780 b. Faculty Tenure - Eligibility  
781

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

- 783 1) Under an active-duty uniformed service appointment;
  - 784 2) Under any appointment with a modified academic title;
  - 785 3) Under any part-time position (except with the explicit written approval of the Dean,  
786 SOM, and President of the University);
  - 787 4) Under any other appointment for which the salary is not supported by regularly  
788 appropriated or managed funds;
  - 789 5) Admitted to work under a nonimmigrant visa;
  - 790 6) Covered by a Permanent Resident Card (green card); or
  - 791 7) Civilian faculty member is not specifically appointed in the tenure-eligible track  
792
- 793  
794  
795



796 2. Assistant Professor

797  
798 The rank of Assistant Professor may be an initial appointment appropriate for qualified individuals,  
799 with a Ph.D., M.D., or equivalent degree. Faculty members seeking appointment at this rank will  
800 demonstrate the clear potential for achievement and the capacity for productivity in three of the four  
801 areas of scholarship as outlined below. Scholarly achievement and the capacity for continued  
802 professional growth are the important criteria for the renewal of appointment and promotion.  
803 Innovation, originality, creativity and peer recognition of achievement are the key elements  
804 considered in the evaluation process.

805  
806 a. Scholarship of Discovery and/or Integration

807 This rank requires demonstration by the faculty member of the ability to successfully conceive,  
808 execute, and report on research, and to develop a personal research productivity plan or program  
809 approved by the Department of record.

810  
811 b. Scholarship of Teaching

812 This rank requires that the individual have the skills for the effective transfer of knowledge and to  
813 lead students to think critically and purposefully. Faculty must provide evidence of having achieved  
814 teaching skill at Level One [See Section 1] for renewal of appointment at this rank and consideration  
815 for promotion. Shared teaching in other departments or programs when approved by the Chair will  
816 be equated with instructional activities in the Department of primary appointment.

817  
818 1) Scholarship of Application

819 This rank requires the individual to demonstrate professional service and clinical service (as  
820 appropriate). Professional service is expected by involvement at the institutional level. Members of  
821 the clinical science departments with clinical responsibilities will have appropriate degrees and  
822 training and must be privileged in affiliated hospitals. An Assistant Professor with clinical  
823 responsibilities must be eligible for board certification in their primary specialty and, when  
824 appropriate, will seek advanced certification or other special qualifications.

825  
826 2) Institutional Citizenship:

827 This rank requires active participation on department or institutional committees.

828  
829 3. Associate Professor

830  
831 The rank of Associate Professor may be an initial appointment appropriate for qualified individuals,  
832 with a Ph.D., M.D., or equivalent degree. Faculty members appointed or promoted to the rank of  
833 Associate Professor will have demonstrated the clear capacity for sustained achievement and  
834 productivity in the four Areas of Scholarship as outlined below. Eligibility for promotion to the rank  
835 of Associate Professor typically requires at least four (4), and typically 6 years of experience at the  
836 Assistant Professor level. Candidates for Associate Professor must meet and exceed all of the criteria  
837 outlined for the rank of Assistant Professor. Peer recognition of scholarly achievements is an  
838 essential criterion for appointment at or advancement to the rank of Associate Professor. Peer  
839 recognition includes evidence of a growing national reputation beyond the parent institution within  
840 the individual's discipline, area of interest, or specialty.

842 a. Scholarship of Discovery and/or Integration

843 This rank requires evidence of continuing research productivity through competency in independent  
844 research or as a leader and scholar in medical education integrating knowledge. For faculty primarily  
845 performing independent research, evidence must be provided of their successful efforts to generate  
846 and sustain adequate extramural financial support and independence for their research contributions.  
847 For those faculty primarily in leadership roles or medical education scholarship, financial support is  
848 encouraged for education research. All faculty at this academic rank must provide evidence of the  
849 impact of a growing national reputation. A pattern of sustained publication serves as an indication of  
850 establishing a productive independent research program or major role in a collaborative research team  
851 and is expected throughout their time as an Assistant Professor. In general, since the time of  
852 appointment to Assistant Professor, a minimum of five peer-reviewed publications based primarily on  
853 significant contributions (i.e., first or senior author on a substantial proportion of manuscripts, or  
854 essential contribution as in team science) of the candidate is expected. Books, book chapters,  
855 monographs, and practice parameters do not count toward the minimum of 5 peer-reviewed  
856 publications yet demonstrate a candidate's growing national reputation.  
857

858 b. Scholarship of Teaching

859 This rank requires the faculty member to demonstrate evidence of the skills necessary to effectively  
860 transfer knowledge and the ability to lead students to think critically and purposefully. Faculty must  
861 provide evidence of developing and achieving some teaching skill at Level Two [See Section 1].  
862

863 c. Scholarship of Application

864 This rank requires the individual to demonstrate professional service and clinical service (as  
865 appropriate). Professional service demonstrated by involvement at the institutional and broader  
866 academic and professional community level is expected. Evidence of participation in appropriate  
867 professional organizations is required for all candidates. Tenure-eligible clinician candidates for  
868 appointment or promotion to the rank of Associate Professor must have an outstanding record of  
869 clinical service. Applicable and current board certification or subspecialty certification is required.  
870 Clinical faculty must consistently demonstrate diligence and excellence in the care of patients, and  
871 have evidence of peer-based institutional respect for their clinical skills and patient care activities.  
872

873 d. Institutional Citizenship

874 This rank requires evidence of leadership of, or major contributions to, the activities of USU or other  
875 academic institutions through SOM, departmental, and institutional committees and/or mission-  
876 related administrative functions.  
877  
878  
879  
880  
881  
882  
883  
884  
885  
886  
887

888 4. Professor

889  
890 The rank of Professor may be an initial appointment appropriate for qualified individuals, with a Ph.D.,  
891 M.D., or equivalent degree. Appointment or promotion to the rank of Professor is the highest  
892 academic recognition of the SOM and is reserved for those members of the faculty who have  
893 demonstrated outstanding achievement and sustained productivity in all Areas of Scholarship as  
894 outlined below. Notwithstanding tenure requirements, promotion is not based solely on length of  
895 service or time in rank, it requires at least four years, and typically 6 at the Associate level. Professors  
896 exceed all applicable criteria outlined for the rank of Associate Professor and have considerable time  
897 and experience in rank, additional publications, and evidence of substantial scholarly activity, teaching  
898 skills, institutional citizenship and peer recognition.  
899

900 While the candidate's promotion to Associate Professor may have been based primarily on their  
901 achievements in one area of scholarship, it is permissible if, due to a shift in their scholarly focus, that  
902 a candidate's promotion to Professor be based predominately on achievements in a different primary  
903 area or areas of scholarship. The candidate for Professor will be judged, in large measure on the basis  
904 of the dissemination of their work through a close evaluation of the candidate's professional writings  
905 and other forms of professional communication. This evaluation will consider quality and quantity,  
906 with close scrutiny as to level of contribution across all areas of scholarship, as well as evidence of  
907 "community" impact based on appropriate peer evaluation.  
908

909 a. Scholarship of Discovery and/or Integration

910 This rank requires the faculty member demonstrate conclusive evidence of continuing, productive  
911 research achievements as an independent investigator or in a leadership role in collaborative research  
912 activities, or as a leader and scholar in medical education creating and synthesizing new knowledge.  
913 The level of achievements and potential should be commensurate with a significant academic career  
914 experience. For faculty primarily performing independent research, the research performance of a  
915 candidate for Professor must serve as a standard of excellence for colleagues. Evidence of the  
916 acquisition of continuing and current extramural funding support for research is an important  
917 consideration for promotion. For those faculty primarily in leadership roles or medical education  
918 scholarship, financial support is encouraged for education research. All faculty at this academic rank  
919 must provide evidence of the impact of a sustained national reputation. A pattern of sustained  
920 publication over a career as an indication of a productive scholarly program is expected. Although  
921 candidates for the rank of Professor will have produced a large body of cited work over their career,  
922 some with minor contributions, a minimum of fifteen career peer-reviewed publications based  
923 primarily on significant contributions (i.e., first or senior author on a substantial proportion of  
924 manuscripts, or essential contribution as in team science) of the candidate is expected. Books, book  
925 chapters, monographs, and practice parameters do not count toward the minimum of 15 peer-  
926 reviewed publications, yet demonstrate a candidate's national reputation.  
927  
928  
929  
930  
931  
932  
933

934           b. Scholarship of Teaching  
935 This rank requires the individual serve as a standard of excellence for colleagues. Professors are  
936 expected to be accomplished teachers who have actively shared their learned skills in the art of  
937 medical and graduate education with less experienced faculty. Achievement of Level One and Two  
938 teaching are required for the rank of Professor. Achievement of Level Three [See Section 1] teaching  
939 will be a requirement for those faculty whose primary area of scholarly accomplishment is teaching  
940 and educational research.

941           c. Scholarship of Application  
942 This rank requires evidence the individual demonstrate excellence as a role model for peers through  
943 professional service and clinical service (if appropriate). Professional service is demonstrated by  
944 significant contributions to key committees and leadership at the institutional level. Service to the  
945 broader national and/or international academic community is expected. Clinical faculty at the rank of  
946 Professor must set the standards of excellence for clinical service and must demonstrate a scientific  
947 and scholarly approach in a major field of clinical medicine. They must provide the highest quality  
948 patient care in their chosen specialty. Attainment of increased administrative responsibility will be  
949 considered as demonstrating one aspect of this requirement.  
950

951           d. Institutional Citizenship.  
952 This rank requires evidence of leadership in policymaking and other committees of the individual's  
953 department, SOM, health care or research facility, uniformed service, USU or other academic  
954 institution.  
955

956  
957 **B. Tenure-Ineligible Track.**

958  
959 There are two clinician-designated academic pathways. 1) The Clinician-Investigator pathway  
960 stresses the importance of the Scholarship of Discovery and Integration, in addition to accepted roles  
961 as clinical teachers. 2) The Clinician-Educator pathway stresses achievement in the scholarships of  
962 Teaching and Application as a primary academic focus.  
963

964 There are also two non-clinician designated academic pathways. 1) The Educator pathway stresses  
965 achievement in the scholarships of Teaching and Application. 2) The Research pathway stresses  
966 achievement in the scholarships of Discovery and Integration. Although pathways may have  
967 emphasized one or more areas of scholarships over another, faculty may have activities in all areas of  
968 scholarship through career advancement.  
969

970           1. Instructor

971  
972 The rank of Instructor is an initial appointment appropriate for qualified individuals with a Master's  
973 degree, Ph.D., or equivalent advanced degree and some professional experience, whose qualifications  
974 in scholarly activities (including research and teaching) do not meet the criteria for the rank of  
975 Assistant Professor. This rank is not considered to be a requirement for entrance into the tenure-  
976 ineligible track. The rank of instructor is not modified by a prefix. Civilian billeted faculty with a  
977 Master's degree may be awarded the academic rank of Instructor after review by the PhD equivalency  
978 committee.

979 General Medical Officers, physician assistants, social workers, post-doctoral fellows, research  
980 associates, senior research associates, advanced practice nurses and physician (who have completed  
981 residency training) and clinical fellows (who have completed initial residency training) are eligible  
982 for an appointment as faculty members at the rank of Instructor with the addition of appropriate  
983 teaching responsibility to their other duties.

984  
985 2. Assistant Professor  
986

987 The rank of Assistant Professor may be an initial appointment appropriate for qualified individuals,  
988 with a Ph.D., M.D., or equivalent degree. Faculty members seeking appointment at this rank will  
989 demonstrate the clear potential for achievement and the capacity for productivity in the three of four  
990 Areas of Scholarship as outlined in specific Pathways below.

991 Scholarly achievement and the capacity for continued professional growth are the important criteria  
992 for the initial appointment, renewal of appointment and promotion. Innovation, originality, creativity,  
993 and peer recognition of achievement are the key elements considered in the evaluation process.  
994

995 a. Clinician-Educator Pathway  
996

997 1) Scholarship of Discovery and/or Integration

998 This rank requires engagement of the individual in research or scholarly activity.  
999

1000 2) Scholarship of Teaching

1001 This rank requires that the individual have the skills for the effective transfer of knowledge and the  
1002 ability to lead students to think critically and purposefully. Faculty must provide evidence of having  
1003 achieved teaching skill at Level One [See Section 1] for renewal of appointment at this rank and  
1004 consideration for promotion. Shared teaching in other Departments or Programs when approved by  
1005 the Chair will be equated with instructional activities in the Department of primary appointment.  
1006

1007 3) Scholarship of Application

1008 This rank requires the individual demonstrate professional and clinical service. Professional service  
1009 demonstrated by involvement at the institutional community level is expected. Appointments at the  
1010 Assistant Professor level require faculty members with clinical responsibilities to have appropriate  
1011 degrees and training and must be privileged in affiliated hospitals. An Assistant Professor with  
1012 clinical responsibilities must be eligible for board certification in their primary specialty and, when  
1013 appropriate, will seek advanced certification or other special qualifications.  
1014

1015 4) Institutional Citizenship

1016 This rank requires active involvement on department or institutional committees.  
1017

1018 b. Clinician-Investigator Pathway  
1019

1020 1) Scholarship of Discovery and/or Integration

1021 This rank requires demonstration by the faculty member of the ability to successfully conceive,  
1022 execute and report on research.  
1023

1024           2) Scholarship of Teaching  
1025   The rank requires that the individual have the skills for the effective transfer of knowledge and the  
1026   ability to lead students to think critically and purposefully. Faculty must provide evidence of having  
1027   achieved teaching skill at Level One [See Section 1] for renewal of appointment at this rank and  
1028   consideration for promotion. Shared teaching in other Departments or Programs when approved by  
1029   the Chair will be equated with instructional activities in the Department of primary appointment.

1030  
1031           3) Scholarship of Application  
1032   This rank requires the individual demonstrate professional and clinical service. Professional service  
1033   demonstrated by involvement at the institutional level is expected. Appointments at the Assistant  
1034   Professor level require faculty members with clinical responsibilities to have to have appropriate  
1035   degrees and training and must be privileged in affiliated hospitals. An Assistant Professor with  
1036   clinical responsibilities must be eligible for board certification in their primary specialty and, when  
1037   appropriate, will seek advanced certification or other special qualifications.

1038  
1039           4) Institutional Citizenship  
1040   This rank requires active participation on department or institutional committees.

1041  
1042           c. Educator Pathway

1043  
1044           1) Scholarship of Discovery and/or Integration  
1045   This rank requires engagement of the individual in research or scholarly activity, if required by the  
1046   department

1047  
1048           2) Scholarship of Teaching  
1049   This rank requires the individual to devote the preponderance of their effort to Scholarly Teaching.  
1050   Their major responsibilities will be teaching, the advancement of the Scholarship of Teaching, and  
1051   the development and maintenance of productive educational programs. The extent and significance  
1052   of contributions to the teaching and educational productivity of the Department, other faculty, and  
1053   students will be the primary consideration for the initial appointment and promotion, and sustained  
1054   Level I [See Section 1].

1055  
1056           3) Scholarship of Application  
1057   This rank requires the individual to demonstrate professional service by active involvement at the  
1058   institutional community level, including participation in educational innovation, planning, and  
1059   program development, and is expected.

1060  
1061           4) Institutional Citizenship  
1062   This rank requires active participation on department or institutional committees.

1063  
1064  
1065  
1066  
1067  
1068

1069 d. Research Pathway

1070

1071 1) Scholarship of Discovery and/or Integration

1072 The rank requires the demonstration by the faculty member of the ability to successfully conceive,  
1073 execute, and report on research. Renewal of the appointment requires the faculty member have the  
1074 ability to develop a personal research productivity plan/program approved by the Department of  
1075 record; and as determined by the Department, apply for intramural and extramural funding.

1076

1077 2) Scholarship of Teaching

1078 If teaching activities are required by the Department or Program, this rank requires that the individual  
1079 have the skills for the effective transfer of knowledge and to lead students to think critically and  
1080 purposefully. Faculty must provide evidence increasing teaching skill at Level One [See Section I]  
1081 for renewal of appointment at this rank and consideration for promotion. Shared teaching in other  
1082 departments or programs when approved by the Chair will be equated with instructional activities in  
1083 the Department of primary appointment.

1084

1085 3) Scholarship of Application

1086 This rank requires the individual demonstrate professional service by involvement at the institutional  
1087 community level and is expected.

1088

1089 4) Institutional Citizenship

1090 If required by the Department, this rank requires active participation on department or institutional  
1091 committees.

1092

1093 3. Associate Professor

1094

1095 The rank of Associate Professor may be an initial appointment appropriate for qualified individuals,  
1096 with a Ph.D., M.D., or equivalent degree. Faculty members appointed or promoted to the rank of  
1097 Associate Professor will have demonstrated the clear capacity for sustained achievement and  
1098 productivity in the four Areas of Scholarship as outlined in specific Pathways below.

1099

1100 Eligibility for promotion to the rank of Associate Professor typically requires at least four (4), and  
1101 typically 6 years of experience at the Assistant Professor level. Often a candidate will have an initial  
1102 appointment as an Instructor. Years appointed as an Instructor can be added to years of experience as  
1103 an Assistant Professor for promotion consideration if described clearly. Candidates for Associate  
1104 Professor must meet and exceed all of the criteria outlined for the rank of Assistant Professor. Peer  
1105 recognition of scholarly achievements is an essential criterion for appointment at or advancement to  
1106 the rank of Associate Professor. Peer recognition includes evidence of a growing national reputation  
1107 beyond the parent institution within the individual's discipline, area of interest, or specialty.

1108

1109 a. Clinician-Educator Pathway

1110

1111 1) Scholarship of Discovery and/or Integration

1112 This rank requires evidence of scholarly work, which may or may not include primary research. A  
1113 pattern of sustained publication is expected throughout their time as an Assistant Professor. A  
1114 minimum of five peer-reviewed publications based primarily on significant contributions (i.e., first or

1115 senior author on a substantial proportion of manuscripts, or essential contribution as in team science)  
1116 of the candidate is expected. Books, book chapters, monographs, and practice parameters do not  
1117 count toward the minimum of 5 peer-reviewed publications, yet demonstrate a candidate's growing  
1118 national reputation. It is recognized that for uniformed faculty, military and institutional service  
1119 obligations may interrupt research activities and diminish productivity. While not decreasing the  
1120 minimum requirements documentation of these events should be provided and will be considered in  
1121 the overall evaluation of the faculty member's performance in this area of scholarship.

1122  
1123 2) Scholarship of Teaching

1124 This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge  
1125 and the ability to lead students to think critically and purposefully. Faculty must provide evidence of  
1126 developing and subsequently achieving teaching skill at Level Two [See Section 1]

1127  
1128 3) Scholarship of Application

1129 This rank requires the individual to demonstrate professional and clinical service. Professional service  
1130 is expected by involvement at the institutional and/or organizational level with notable involvement at  
1131 the broader academic and professional community level. Evidence of participation in appropriate  
1132 professional organizations is required for all candidates. Clinician candidates for appointment or  
1133 promotion to the rank of Associate Professor must have an outstanding record of clinical service.  
1134 Applicable and current board certification or subspecialty certification is required. Clinical faculty  
1135 must consistently demonstrate diligence and excellence in the care of patients. They must have  
1136 evidence of peer-based institutional respect for their clinical skills and patient care activities.

1137  
1138 4) Institutional Citizenship

1139 This rank requires evidence of leadership of, or major contributions to, the activities of USU  
1140 (departmental, SOM, university level) or other academic institutions and/or mission-related  
1141 administrative functions.



1161 a. Clinician-Investigator Pathway

1162

1163 1) Scholarship of Discovery and/or Integration

1164 This rank requires evidence of continuing research productivity through competency in independent  
1165 research activities or as a major contributor in collaborative research that leads to the acquisition of  
1166 new knowledge. The faculty member must provide evidence of their successful efforts to generate  
1167 and sustain adequate extramural financial support and independence for their research contributions.  
1168 A pattern of sustained publication is expected throughout their time as an Assistant Professor, as an  
1169 indication of establishing a productive independent research program or major role in a collaborative  
1170 research team. In general, since the time of appointment to Assistant Professor, a minimum of five  
1171 peer-reviewed publications based primarily on significant contributions (i.e., first or senior author on  
1172 a substantial proportion of manuscripts, or essential contribution as in team science) of the candidate  
1173 is expected. Books, book chapters, monographs, and practice parameters do not count toward the  
1174 minimum of 5 peer-reviewed publications, yet demonstrate a candidate's growing national reputation.  
1175 It is recognized that for uniformed faculty, military and institutional service obligations may interrupt  
1176 research activities and diminish productivity. While not decreasing the minimum requirements,  
1177 documentation of these events should be provided and will be considered in the overall evaluation of  
1178 the faculty member's performance in this area of scholarship.

1179

1180 2) Scholarship of Teaching

1181 This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge  
1182 and to lead students to think critically and purposefully. Faculty must provide evidence of  
1183 developing some teaching skill at Level Two [See Section 1].

1184

1185 3) Scholarship of Application

1186 This rank requires the individual to demonstrate professional and clinical service. Professional service  
1187 is expected at the institutional and/or organizational level with notable involvement at the broader  
1188 academic and professional community level. Evidence of participation in appropriate professional  
1189 organizations is required for all candidates. Clinician candidates for appointment or promotion to the  
1190 rank of Associate Professor must have an outstanding record of clinical service. Applicable and  
1191 current board certification or subspecialty certification is required. Clinical faculty must consistently  
1192 demonstrate diligence and excellence in the care of patients, and have evidence of peer-based  
1193 institutional respect for their clinical skills and patient care activities.

1194

1195 4) Institutional Citizenship

1196 This rank requires evidence of leadership of, or major contributions to, the activities of USU  
1197 (departmental, SOM, university level) or other academic institutions and/or mission-related  
1198 administrative functions.

1199

1200 c. Educator Pathway

1201

1202 1) Scholarship of Discovery and/or Integration

1203 This rank requires evidence of scholarly work, which may or may not include primary research. A  
1204 pattern of sustained publication is expected throughout their time as an Assistant Professor. In  
1205 general, since the time of appointment to Assistant Professor, a minimum of five peer-reviewed  
1206 publications based primarily on significant contributions (i.e., first or senior author on a substantial

1207 proportion of manuscripts, or essential contribution as in team science) of the candidate is expected.  
1208 Books, book chapters, monographs, and practice parameters do not count toward the minimum of 5  
1209 peer-reviewed publications, yet demonstrate a candidate's growing national reputation.  
1210

1211 2) Scholarship of Teaching

1212 This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge  
1213 and the ability to lead students to think critically and purposefully. In accordance with this  
1214 requirement, candidates for Associate Professor must meet Level Two [See Section 1] teaching  
1215 criteria. Peer recognition includes evidence of an established teaching reputation within the parent  
1216 institution in the individual's discipline, area of interest, or specialty.  
1217

1218 3) Scholarship of Application

1219 This rank requires the individual to demonstrate professional service through involvement at the  
1220 institutional and broader academic and professional community level. Evidence of participation in  
1221 appropriate professional organizations is required for all candidates.  
1222

1223 4) Institutional Citizenship

1224 This rank requires evidence of leadership of, or major contributions to, the activities of USU  
1225 (departmental, SOM, university level) or other academic institutions) and/or mission-related  
1226 administrative functions.  
1227

1228 d. Research Pathway

1229 1) Scholarship of Discovery and/or Integration

1230 This rank requires evidence of continuing research productivity through competency in independent  
1231 research activities or as a major contributor in collaborative research that leads to the acquisition of  
1232 new knowledge. The faculty member must provide evidence of their successful efforts to generate  
1233 and sustain adequate extramural financial support and independence for their research contributions.  
1234 A pattern of sustained publication is expected throughout their time as an Assistant Professor, as an  
1235 indication of establishing a productive independent research program or major role in a collaborative  
1236 research team. In general, since the time of appointment to Assistant Professor, a minimum of five  
1237 peer-reviewed publications based primarily on significant contributions (i.e., first or senior author on  
1238 a substantial proportion of manuscripts, or essential contribution as in team science) of the candidate  
1239 is expected. Books, book chapters, monographs, and practice parameters do not count toward the  
1240 minimum of 5 peer-reviewed publications yet demonstrate a candidate's growing national reputation.  
1241  
1242

1243 2) Scholarship of Teaching

1244 If required by the Department, this rank requires evidence of Level One Teaching [See Section 1]  
1245 including evidence of the skills necessary to effectively transfer knowledge and the ability to lead  
1246 students to think critically and purposefully.  
1247

1248 3) Scholarship of Application

1249 This rank requires the individual to demonstrate professional service through involvement at the  
1250 institutional and broader academic and professional community level. Evidence of participation in  
1251 appropriate professional organizations is required for all candidates.  
1252

1253 4) Institutional Citizenship

1254 If required by the Department, this rank requires evidence of major contributions to the activities of  
1255 USU (or other academic institution), SOM, departmental, and institutional committees and/or  
1256 mission-related administrative functions.

1257  
1258 4. Professor  
1259

1260 The rank of Professor may be an initial appointment appropriate for qualified individuals, with a  
1261 Ph.D., M.D., or equivalent degree. Appointment or promotion to the rank of Professor is the highest  
1262 academic recognition of the SOM and is reserved for those members of the faculty who have  
1263 demonstrated outstanding achievement and sustained productivity in the four Areas of Scholarship as  
1264 outlined in specific Tracks and (if applicable) Pathways below. Notwithstanding tenure requirements,  
1265 promotion is not based solely on length of service or time in rank, it requires at least four years, and  
1266 typically 6 at the Associate level. Professors exceed all applicable criteria outlined for the rank of  
1267 Associate Professor and have considerable time and experience in rank, additional publications, and  
1268 evidence of substantial scholarly activity, institutional citizenship and professional recognition.  
1269

1270 While the candidate's promotion to Associate Professor may have been based primarily on their  
1271 achievements in one area of scholarship, it is permissible if, due to a shift in their scholarly focus, that  
1272 a candidate's promotion to Professor be based predominately on achievements in a different primary  
1273 area or areas of scholarship. The candidate for Professor will be judged, in large measure on the basis  
1274 of the dissemination of their work through a close evaluation of the candidate's professional writings  
1275 and other forms of professional communication. This evaluation will consider quality and quantity,  
1276 with close scrutiny as to level of contribution across all areas of scholarship, as well as evidence of  
1277 "community" impact based on appropriate peer evaluation.  
1278

1279 a. Clinician-Educator Pathway  
1280

1281 1) Scholarship of Discovery and/or Integration

1282 This rank requires the faculty member demonstrate evidence of continued scholarly work which may  
1283 include primary research, and as a leader and scholar in medical education creating and synthesizing  
1284 new knowledge. Although candidates for the rank of Professor will have produced a large body of  
1285 cited work over their career, a minimum of fifteen career peer-reviewed publications based primarily  
1286 on significant contributions (i.e., first or senior author on a substantial proportion of manuscripts, or  
1287 essential contribution as in team science) of the candidate is expected. It is also expected that a  
1288 faculty member would have additional publications with minor contributions, and a sustained pattern  
1289 of publication. Books, book chapters, monographs, and practice parameters do not count toward the  
1290 minimum of 15 peer-reviewed publications, yet demonstrate a candidate's national reputation. The  
1291 level of achievements and potential should be commensurate with a significant academic career  
1292 experience. Faculty focused on medical education must provide evidence of the impact of a  
1293 sustained national reputation. It is recognized that for uniformed faculty, military and institutional  
1294 service obligations may interrupt research activities and diminish productivity. While not decreasing  
1295 the minimum requirements, documentation of these events should be provided and will be considered  
1296 in the overall evaluation of the faculty member's performance in this area of scholarship.  
1297

1298                   2) Scholarship of Teaching  
1299   This rank requires the teaching performance of the individual to serve as a standard of excellence for  
1300   colleagues. Professors are expected to be accomplished teachers who have actively shared their  
1301   learned skills in the art of medical and graduate education with less experienced faculty. Achievement  
1302   of continued Level Two and some Level Three teaching [See Section 1] is required.  
1303

1304                   3) Scholarship of Application  
1305   This rank requires evidence the individual demonstrate excellence as a role model for peers and  
1306   students through professional and clinical service. Professional service is demonstrated by significant  
1307   contributions to key committees and leadership at the institutional level. Service to the broader  
1308   national and/or international academic community is expected. Clinical faculty at the rank of  
1309   Professor must set the standards of excellence for clinical service and must demonstrate a scientific  
1310   and scholarly approach in a major field of clinical medicine. They must provide the highest quality  
1311   patient care in their chosen specialty. Attainment of increased administrative responsibility will be  
1312   considered as demonstrating one aspect of this requirement.  
1313

1314                   4) Institutional Citizenship  
1315   This rank requires evidence of leadership in the educational or clinical care policymaking and other  
1316   committees of the candidate's Department, School, health care or research facility, uniformed service,  
1317   or USU is required.  
1318

1319                   5. Clinician-Investigator Pathway  
1320

1321                   a. Scholarship of Discovery and/or Integration  
1322   This rank requires the faculty member demonstrate conclusive evidence of continuing, productive  
1323   research achievements as an independent investigator or in a leadership role in collaborative research  
1324   activities, or as a leader and scholar in medical education creating and synthesizing new knowledge.  
1325   Evidence of the acquisition of continuing and current extramural funding support for research is an  
1326   important consideration for promotion. Although candidates for the rank of Professor will have  
1327   produced a large body of cited work over their career, a minimum of fifteen career peer-reviewed  
1328   publications based primarily on significant contributions (i.e., first or senior author on a substantial  
1329   proportion of manuscripts, or essential contribution as in team science) of the candidate is expected.  
1330   It is also expected that a faculty member would have additional publications with minor  
1331   contributions, and a sustained pattern of publication. Books, book chapters, monographs, and  
1332   practice parameters do not count toward the minimum of 15 peer-reviewed publications, yet  
1333   demonstrate a candidate's national reputation. The level of achievements and potential should be  
1334   commensurate with a significant academic career experience. The research performance of a  
1335   candidate for Professor must serve as a standard of excellence for colleagues. It is recognized that for  
1336   uniformed faculty, military and institutional service obligations may interrupt research activities and  
1337   diminish productivity. While not decreasing the minimum requirements, documentation of these  
1338   events should be provided and will be considered in the overall evaluation of the faculty member's  
1339   performance in this area of scholarship.  
1340  
1341  
1342

1343           b. Scholarship of Teaching

1344 This rank requires the teaching performance of a candidate for Professor must serve as a standard of  
1345 excellence for colleagues. Achievement of Level Two teaching is required for the rank of Professor.  
1346 Achievement of Level Three [See Section 1] will be a requirement for those faculty members whose  
1347 primary area of the Scholarship of Discovery and/or Integration is educational research.  
1348

1349           c. Scholarship of Application

1350 This rank requires evidence the individual demonstrate excellence as a role model for peers and  
1351 students through professional and clinical service. Professional service is demonstrated by significant  
1352 contributions to key committees and leadership at the institutional level. Service to the broader  
1353 national and/or international academic community is expected. Clinical faculty at the rank of  
1354 Professor must set the standards of excellence for clinical service and must demonstrate a scientific  
1355 and scholarly approach in a major field of clinical medicine. They must provide the highest quality  
1356 patient care in their chosen specialty. Attainment of increased administrative responsibility will be  
1357 considered as demonstrating one aspect of this requirement.  
1358

1359           d. Institutional Citizenship

1360 This rank requires evidence of leadership in the policymaking and other committees of the candidate's  
1361 Department, School, health care or research facility, uniformed Service, or USU.  
1362

1363       6. Educator Pathway.

1364           a. Scholarship of Discovery and/or Integration

1365 This rank requires the faculty member demonstrate evidence of continued scholarly work which may  
1366 include primary research, and as a leader and scholar in medical education creating and synthesizing  
1367 new knowledge. Although candidates for the rank of Professor will have produced a large body of  
1368 cited work over their career, a minimum of fifteen career peer-reviewed publications based primarily  
1369 on significant contributions (i.e., first or senior author on a substantial proportion of manuscripts, or  
1370 essential contribution as in team science) of the candidate is expected. It is also expected that a  
1371 faculty member would have additional publications with minor contributions, and a sustained pattern  
1372 of publication. Books, book chapters, monographs, and practice parameters do not count toward the  
1373 minimum of 15 peer-reviewed publications, yet demonstrate a candidate's national reputation. The  
1374 level of achievements and potential should be commensurate with a significant academic career  
1375 experience. Faculty focused on medical education must provide evidence of the impact of a sustained  
1376 national reputation.  
1377

1378           b. Scholarship of Teaching

1380 This rank requires demonstrated accomplishments of an appropriate representation of Level Three  
1381 teaching activities [See Section 1]. The Scholarly Teaching performance of a candidate for Professor  
1382 must serve as a standard of excellence for colleagues. Professors are expected to have actively shared  
1383 their learned skills in the art of Scholarly Teaching and the use of relevant products as well as  
1384 suggestions for scholarly approaches to medical and graduate teaching, with less experienced faculty.  
1385

1386 The candidate for Professor will be judged, in large measure, on the basis of the dissemination of  
1387 their work through a close evaluation of their professional writings and other forms of professional  
1388 communication. To attain the rank of Professor in the Educator Pathway, the candidate must present

1389 evidence of sustained work in the advancement of the Scholarship of Teaching. This evaluation will  
1390 primarily consider quality and the extent of dissemination of the work with a careful evaluation of  
1391 evidence for “community” impact based on appropriate peer evaluation. The number of materials  
1392 presented for evaluation should be of sufficient quantity to provide a solid basis for a comprehensive  
1393 consideration of the candidate’s contributions.

1394  
1395 c. Scholarship of Application

1396 This rank requires evidence the individual demonstrate excellence as a role model for peers through  
1397 professional service. Professional service is demonstrated by significant contributions to key  
1398 committees and leadership at the institutional level. Service to the broader national and/or  
1399 international academic community is expected.

1400  
1401 d. Institutional Citizenship

1402 This rank requires evidence of leadership in the educational or research policymaking and other  
1403 committees of the candidate's Department, School, health care or research facility, uniformed service,  
1404 or USU is required.

1405  
1406 7. Research Pathway

1407  
1408 a. Scholarship of Discovery and/or Integration

1409 This rank requires the faculty member demonstrate conclusive evidence of continuing, productive  
1410 research achievements as an independent investigator or in a leadership role in collaborative research  
1411 activities. Evidence of the acquisition of continuing and current funding support for research is an  
1412 important consideration for promotion. Although candidates for the rank of Professor will have  
1413 produced a large body of cited work over their career, a minimum of fifteen career peer-reviewed  
1414 publications based primarily on significant contributions (i.e., first or senior author on a substantial  
1415 proportion of manuscripts, or essential contribution as in team science) of the candidate is expected.  
1416 It is also expected that a faculty member would have additional publications with minor  
1417 contributions, and a sustained pattern of publication. Books, book chapters, monographs, and  
1418 practice parameters do not count toward the minimum of 15 peer-reviewed publications, yet  
1419 demonstrate a candidate’s national reputation. The level of achievements and potential should be  
1420 commensurate with a significant academic career experience. The research performance of a  
1421 candidate for Professor must serve as a standard of excellence for colleagues.

1422  
1423 b. Scholarship of Teaching

1424 If required by the Department, this rank requires mastery of Level One Teaching [See Section 1] as a  
1425 minimum requirement.

1426  
1427 c. Scholarship of Application

1428 This rank requires evidence the individual demonstrate excellence as a role model for peers through  
1429 professional service. Professional service is demonstrated by significant contributions to key  
1430 committees and leadership at the institutional level. Service to the broader national and/or  
1431 international academic community is expected.

1434 d. Institutional Citizenship  
1435 This rank requires evidence of leadership in the research or education policymaking and other  
1436 committees of the candidate's Department, School, health care or research facility, uniformed service,  
1437 or USU is required.

1438  
1439 8. Clinical Modifiers

1440  
1441 a. Clinical Associate Professor

1442  
1443 Faculty members promoted to the rank of Clinical Associate Professor will have demonstrated the  
1444 clear capacity for sustained achievement and productivity in the Areas of Scholarship Teaching and  
1445 Application as outlined below. Eligibility for promotion to the rank of Clinical Associate Professor  
1446 requires at least four (4), and typically 6 years of experience at the Assistant Professor level. Often a  
1447 candidate will have an initial appointment as an Instructor. Years appointed as an Instructor can be  
1448 added to years of experience as an Assistant Professor for promotion consideration if described  
1449 clearly. Candidates for Clinical Associate Professor must meet and exceed all of the criteria outlined  
1450 for the rank of Assistant Professor. Peer recognition of scholarly achievements is an essential  
1451 criterion for appointment at or advancement to the rank of Clinical Associate Professor.

1452  
1453 1) Scholarship of Discovery and/or Integration

1454 There are no specific requirements.

1455  
1456 2) Scholarship of Teaching

1457 This rank requires demonstrated evidence of the skills necessary to effectively transfer knowledge  
1458 and the ability to lead students to think critically and purposefully. Faculty must provide evidence of  
1459 developing and subsequently achieving teaching skill at Level Two [See Section 1 line 159, page 7].

1460  
1461 3) Scholarship of Application

1462 This rank requires the individual to demonstrate professional and clinical service. Professional service  
1463 is expected by involvement at the institutional and/or organizational level with notable involvement at  
1464 the broader academic and professional community level. Clinician candidates for appointment or  
1465 promotion to the rank of Clinical Associate Professor must have an outstanding record of clinical  
1466 service or beginning clinical leadership. Applicable and current board certification or subspecialty  
1467 certification is required. Clinical faculty must consistently demonstrate diligence and excellence in  
1468 the care of patients or leadership of organizations that care for patients. They must have evidence of  
1469 peer-based institutional respect.

1470  
1471 4) Institutional Citizenship

1472 This rank requires evidence of leadership of, or major contributions to, the activities of USU  
1473 (departmental, SOM, university level) or other academic institutions and/or mission-related  
1474 administrative functions.

1475  
1476  
1477  
1478

1479           b. Clinical Professor

1480   The rank of Clinical Professor is reserved for those members of the faculty who have demonstrated  
1481   sustained achievement in the Areas of Scholarship of Teaching and Application as outlined below.  
1482   Although it is not based solely on length of service or time in rank, it requires at least four, and  
1483   typically six years at the Clinical Associate level.

1484  
1485           1) Scholarship of Discovery and/or Integration

1486   There are no specific requirements.

1487  
1488           2) Scholarship of Teaching

1489   This rank requires the teaching performance of the individual to serve as a standard of excellence for  
1490   colleagues. Professors are expected to be accomplished teachers who have actively shared their  
1491   learned skills in the art of medical and graduate education with less experienced faculty.  
1492   Achievement of continued Level Two teaching is required.

1493  
1494           3) Scholarship of Application

1495   This rank requires evidence the individual demonstrate excellence as a role model for peers and  
1496   students through professional and clinical service. Professional service is demonstrated by significant  
1497   contributions to key committees and leadership at the institutional level. Service to the broader  
1498   national community is expected. Clinician candidates for appointment or promotion to the rank of  
1499   Clinical Professor must have a sustained record of clinical service or clinical leadership. Applicable  
1500   and current board certification or subspecialty certification is required.

1501  
1502           4) Institutional Citizenship

1503   This rank requires evidence of leadership in the educational or clinical care policymaking and other  
1504   committees of the candidate's Department, School, health care or research facility, uniformed service,  
1505   or USU is required.

1506  
1507           9. Faculty are permitted to change from unmodified to modified academic ranks, and from  
1508   modified to unmodified ranks, at the same Professorial level as long as approved by the department  
1509   Chair. These faculty members must meet the qualifications for the requested academic rank. Formal  
1510   CAPT review will occur if required for the requested academic rank.



1511 **SECTION 5:**

1512 **Procedures for Appointment and Promotion Review of Faculty**

1513 *(See also USU Instructions 1100 and 1107)*

1514  
1515 **ABSTRACT**

1516  
1517 This section outlines the policies and procedures for the review of Faculty members for appointment  
1518 and promotion. Where conflicts with this Instruction exist, Instructions 1100, 1107 or applicable  
1519 Federal and DoD policies take precedence.  
1520

1521 **A. Terms and Conditions of Appointments for Billeted Paid Faculty.**

1522  
1523 1. The terms and conditions of appointments shall be in compliance with Federal, DoD, and  
1524 USU appointment regulations and procedures. Each appointment action shall be officially  
1525 documented by a Notification of Personnel Action, SF 50-B and/or other written documentation.  
1526 Time-limited appointments must have an NTE date established at the time of the appointment. The  
1527 NTE date shall constitute the last day of employment, unless otherwise specified in writing. The SF  
1528 50-B shall indicate the approved academic track (tenure-eligible or tenure-ineligible track).  
1529

1530 2. A copy of the SF 50-B and/or other written documentation shall be provided to the employee.  
1531 Failure of an employee to receive this documentation cannot be grieved through the Faculty  
1532 Grievance Committee.  
1533

1534 3. Any subsequent extensions or modifications of an appointment shall be documented by an SF  
1535 50-B and/or in writing and copies shall be provided to the employee. Failure of an employee to  
1536 receive this documentation cannot be grieved through the Faculty Grievance Committee.  
1537

1538 **B. Appointment to ranks of Instructor and Assistant Professor.**

1539  
1540 1. For billeted civilian paid positions/appointments, an SF-52 must be prepared and forwarded to  
1541 CHR to initiate the recruitment and appointment process.  
1542

1543 2. For non-billeted appointments (civilian and uniformed) all initial appointments at the rank of  
1544 Instructor or Assistant Professor will be initiated and completed in the USU authorized online  
1545 appointment system. These appointments will be routed through the appropriate Department Chair (or  
1546 a single designee of the Department Chair) for electronic approval or disapproval and then  
1547 subsequently through CHR for coordination and processing as applicable. The Department Chair will  
1548 specify in their appointment request the track and, if appropriate, the pathway for the faculty  
1549 candidate. All electronic approvals will be accepted as signatures.  
1550

1551 3. The Department Chair may forward these appointments to the Dean, SOM, for information,  
1552 but not required. Review by the CAPT and USU President are not required for these appointments.  
1553 Notification of all Department faculty members with ranks equivalent to or higher than the rank  
1554 sought by the candidate through the proposed appointment is not required. A Department Search  
1555 committee is not required to review billeted civilian paid positions at this level.

1556  
1557 **C. Initial Appointment Length or Renewal of Appointment in the Tenure-Ineligible Track.**  
1558

1559 1. Length of initial appointment and renewals  
1560

1561 a. Civilian billeted paid faculty appointments in the tenure-ineligible track shall be for the  
1562 duration specified in the initial appointment document, Notification of Personnel Action, Standard  
1563 Form (SF) 50-B. The initial appointment, regardless of academic rank, for full-time USU, SOM  
1564 billeted paid civilian faculty members in this track will be for up to two years. Appointments may be  
1565 renewed for up to one year based on the established NTE date, with no limit on the number of  
1566 renewals. Academic appointments will correspond with the position appointments.  
1567

1568 b. For non-billeted non-paid civilians in the tenure-ineligible track, the initial appointment,  
1569 regardless of academic rank, will be for up to three years and the effective date will be established by  
1570 the CHR. These appointments may be renewed for a period of up to three years with no limit on the  
1571 number of renewals. These appointments are subject to satisfactory periodic reviews to occur at  
1572 intervals of no less than every three years, as determined by the appropriate SOM Department Chair.  
1573

1574 2. Transfer from tenure-ineligible to tenure-eligible track  
1575

1576 a. A faculty member whose initial appointment was in the tenure-ineligible track may apply  
1577 for transfer into a tenure-eligible track position provided that a position is available. The transfer  
1578 request must be initiated by the Department Chair with the concurrence of the Dean. The request will  
1579 include a recommendation as to the extent of the probationary period that has been satisfied by time  
1580 spent in the tenure-ineligible track position. The CAPT must review the request and provide a  
1581 recommended action to the Dean for approval or disapproval. If the action includes a request for a  
1582 promotion and/or the granting of tenure, the relevant policies described in this Instruction will apply.  
1583

1584 b. SOM faculty holding tenure-ineligible track appointments that are not granted transfer to  
1585 the tenure-eligible track may apply for an advertised tenure-eligible track position. The probationary  
1586 period for the tenure-eligible track position will begin at the start of the new appointment.  
1587

1588 3. Renewal of appointment  
1589

1590 a. Renewal of an appointment of tenure-ineligible civilian or uniformed faculty to a given  
1591 academic rank requires that the individual meet the requirements for that academic rank as specified  
1592 in this Instruction and has shown appropriate performance in their required areas of scholarly activity  
1593 and service. Renewal of an appointment of tenure-ineligible track faculty will not occur with a  
1594 reduction in academic rank, unless agreed to in writing by the faculty member. These renewals occur  
1595 every three years as established by the CHR. The faculty member must return the signed  
1596 appointment letter within 60 calendar days of receipt to accept the appointment renewal per USU  
1597 Instruction 1107. If not, the appointment may not be renewed.  
1598

1599 Written notification of non-renewal of appointment is not required for billeted individuals in the  
1600 tenure-ineligible track. For billeted faculty and academic staff in the tenure-ineligible track, the SF  
1601 50-B will specify the last day of employment. Faculty and academic staff in the tenure-ineligible

1602 track are not eligible to receive a terminal year appointment. For non-billeted non-paid faculty  
1603 reasonable attempts will be made to notify the member of inactivations/terminations via the electronic  
1604 mail address on file. Inactivations secondary to a member not returning the reappointment letter do  
1605 not require notification. This attempted notification is a matter of courtesy and does not establish any  
1606 rights for the non-billeted non-paid faculty member.  
1607

1608 4. Subject to a request from the appropriate Chair and approval by the CAPT and the Dean,  
1609 billeted civilian or military faculty who separate or terminate their appointments upon leaving the  
1610 University and return to USU within five years from their separation date as a non-billeted faculty  
1611 member may be re-appointed at an academic rank not less than that previously held. This action does  
1612 not require review by the CAPT, Dean or USU President. If the appointment is for a proposed  
1613 academic rank higher than the rank held at the time of departure from the USU, CAPT and Dean  
1614 review is required as well as approval by the USU President. This rule does not apply to individuals  
1615 who held an appointment while in a non-billeted status and are seeking a new billeted civilian  
1616 appointment. These individuals must comply with the regulations concerning new civilian  
1617 appointments.  
1618

1619 **D. Initial Appointment Length or Renewal of Appointment in the Tenure-Eligible Track.**

1620  
1621 1. Appointment at the Rank of Assistant Professor  
1622

1623 a. The initial appointment at the rank of Assistant Professor in the tenure-eligible track will  
1624 be without tenure and for three years. Tenure-eligible faculty may hold this rank in the SOM for nine  
1625 years (one initial three-year term probationary appointment plus two renewable three-year term  
1626 probationary appointments). The probationary period for an individual hired as an Assistant  
1627 Professor will be nine years, regardless of subsequent promotion to Associate Professor.  
1628

1629 1) The tenure-eligible track probationary period begins on the effective date of the initial  
1630 appointment. All deadlines for renewal and tenure actions will be based on the effective date of the  
1631 initial appointment. The Department Chair is required, not later than 90 calendar days prior to the  
1632 date the employee's probation period ends, to notify the faculty member and recommend to the Dean,  
1633 SOM, either renewal of another three-year probationary term or non-renewal.  
1634

1635 2) Faculty holding this rank may be given notice of non-renewal of appointment before  
1636 the end of their first three-year or second three-year appointment term if requirements or  
1637 qualifications are not met or for poor performance or misconduct. A tenure-eligible track faculty  
1638 member who is denied renewal, tenure, or not recommended for promotion at the end of the three and  
1639 six-year probationary period is not entitled to a terminal year. A tenure-eligible track faculty member  
1640 who is denied tenure, or not recommended for promotion at the end of the nine-year probationary  
1641 period will be granted a single one-year terminal appointment. If proper notification is not given at  
1642 least 90 calendar days prior to the date the employee's probationary period ends, then the relevant  
1643 guidance and procedures in USU Instruction 1100 will apply.  
1644

1645 b. The existence of an available tenure position does not afford any assurance that the  
1646 probationary candidate for that position will receive tenure unless the candidate fully meets the  
1647 criteria for tenure at the time of final review.

1648 2. Appointment at the Rank of Associate Professor

1649 a. New hires at the rank of Associate Professor in the tenure-eligible track will be without  
1650 tenure for up to four years. This appointment is not renewable.

1651  
1652 b. The tenure-eligible track probationary period begins on the effective date of the initial  
1653 appointment as specified in the SF 50-B. All deadlines for granting tenure will be based on the initial  
1654 effective date of the appointment. The Department Chair is required, not later than 90 calendar days  
1655 prior to the date the employee's probationary period ends, to submit a recommendation to the Dean  
1656 and faculty member concerning the granting of tenure based on the policies described in Section 2 of  
1657 this Instruction. Failure of the individual to obtain tenure will result in non-renewal of their  
1658 appointment and they will be granted a single one-year terminal appointment. If proper notification  
1659 is not given at least 90 calendar days prior to the date the employee's probationary period ends, then  
1660 the relevant guidance and procedures in USU Instruction 1100 will apply.

1661  
1662 c. Initial appointment to the rank of Associate Professor for a candidate who has not  
1663 previously served in an academic institution is an unusual event and must reflect the equivalence of  
1664 previous professional activity, experience, achievement, responsibility and stage of professional  
1665 development with the qualifications of other candidates who were successfully promoted from  
1666 Assistant Professor to Associate Professor, either from within the USU SOM or from other  
1667 universities. Considerable academic or professional experience beyond the level that would warrant  
1668 an appointment as Assistant Professor must be demonstrated.

1669  
1670 d. If properly established, search committees acting as an *ad hoc* equivalent CAPT (see  
1671 Section 6) will provide the formal review for the academic rank in accordance with USU Instruction  
1672 1107 and SOM policies without additional review by the SOM CAPT.

1673 3. Appointment at the Rank of Professor

1674  
1675 a. New hires at the rank of Professor may be appointed with tenure provided they hold the  
1676 rank of Professor with tenure at another academic institution.

1677  
1678 b. New hires at the rank of Professor may be appointed with tenure or without tenure. Initial  
1679 appointment as Professor in the tenure-eligible track will be without tenure for a term up to four  
1680 years. This appointment is not renewable. The tenure-eligible track probationary period begins on the  
1681 effective date of the initial appointment as specified in the SF 50-B. All deadlines for granting tenure  
1682 will be based on the initial effective date of the appointment. The Department Chair is required, not  
1683 later than 90 calendar days prior to the date the employee's probationary period ends, to submit a  
1684 recommendation to the Dean and faculty member concerning the granting of tenure based on the  
1685 policies described in Section 2 of this Instruction. Failure of the individual to obtain tenure will result  
1686 in non-renewal of their appointment and they will be granted a single one-year terminal appointment.  
1687 If proper notification is not given at least 90 calendar days prior to the date the employee's  
1688 probationary period ends, then the relevant guidance and procedures in USU Instruction 1100 will  
1689 apply.

1690  
1691

1692 c. If properly established, search committees acting as an *ad hoc* equivalent CAPT (see  
1693 section 6) will provide the formal review for the academic rank in accordance with USU Instruction  
1694 1107 and SOM policies without additional review by the SOM CAPT.

1695  
1696 4. Transfer from Tenure-eligible to Tenure-ineligible Track

1697  
1698 During the probationary period, the faculty member may choose to remain in the tenure-eligible track,  
1699 request to transfer to the tenure-ineligible track, or leave the USU SOM. Transfer from the tenure-  
1700 eligible track to the tenure-ineligible track will be permitted only if there is a position available and  
1701 by written agreement between the faculty member and the Department Chair. The request will be  
1702 sent to the Dean for final approval or disapproval. Transfer from tenure-eligible track to tenure-  
1703 ineligible track shall only be permitted before the sixth-year anniversary (Assistant Professor), or  
1704 before the third-year anniversary (Associate Professor and Professor) of the faculty member's initial  
1705 appointment date. A tenure-eligible track faculty member who transfers to the tenure-ineligible track  
1706 is prohibited from reentering the tenure-eligible track in the SOM.

1707  
1708 5. Terminal Year Appointment

1709  
1710 A terminal appointment will be for the duration of one year and will become effective on the day after  
1711 the employee's probationary period ends.

1712  
1713 6. Reinstatement of Tenure-eligible or Tenure-ineligible Track Billed Civilian Faculty

1714  
1715 Civilian faculty who have separated from the SOM and reapply for a vacant SOM faculty position  
1716 within five years from the date they separated may be appointed to the academic rank they previously  
1717 held (or a lower rank). This action does not require review by the CAPT, Dean, or USU President. If  
1718 the appointment is for a proposed academic rank higher than the rank held at the time of separation  
1719 from USU, CAPT and Dean review is required as well as approval by the USU President.

1720  
1721 **E. Secondary Appointments**

1722  
1723 1. Secondary appointments in an additional Department or School recognize significant and  
1724 ongoing contributions to the teaching, clinical/patient care, or research mission of that Department or  
1725 School. A Department Chair or Interdisciplinary Program (IP) Director may offer a secondary  
1726 appointment at or lower than the rank of the primary appointment with the concurrence of the Chair  
1727 of the primary Department. For clinicians billeted at hospitals with no medical education programs in  
1728 their primary specialty, an appointment can be granted through acknowledgement of the department  
1729 benefitting from the faculty member's teaching.

1730  
1731 a. Secondary appointments at the rank of Instructor or Assistant Professor will be initiated  
1732 and completed in the USU authorized online appointment system as distinct requests routed through  
1733 the department requesting the secondary appointment to the CHR for processing as applicable. In the  
1734 system, the secondary Department Chair will designate as such "secondary." Applications for a  
1735 secondary appointment need to have a memo from the primary Department Chair acknowledging the  
1736 secondary appointment in addition to the member's CV.

1738 b. Secondary appointments at ranks above Assistant Professor require CAPT concurrence.  
1739

1740 2. A secondary appointment in a different School within the USU also requires the concurrence  
1741 of the Chair of the primary Department. Requests to the primary Department Chair for such  
1742 appointments must delineate the associated duties and responsibilities.  
1743

1744 3. External letters of evaluation are not required for secondary appointments. A letter from the  
1745 Department Chair of the department granting the secondary appointment is needed and will include  
1746 the basis for the requested appointment, including all supporting documentation. Secondary  
1747 appointments are not tenured.  
1748

1749 4. Secondary appointments at the approved academic rank will be for the duration of the  
1750 individual's employment at USU, unless rescinded by the nominating Department Chair or Dean.  
1751 Tertiary, quaternary and additional appointments must follow the same procedures as outlined for  
1752 secondary appointments. For those non-billeted non-paid faculty members secondary appointments at  
1753 the approved rank will be for the duration of the primary appointment and will need to be regularly  
1754 renewed with the primary appointment.  
1755

1756 5. Secondary, tertiary, quaternary and additional appointments are discontinued at the time any  
1757 primary appointment is terminated. Revocation of these additional appointments cannot be grieved  
1758 through the Faculty Grievance Committee. An exception can be made if one of the additional  
1759 departments now becomes the primary department for an academic appointment. A letter from the  
1760 department Chair now assuming the primary appointment status, cosigned by the Chair of the  
1761 previous primary appointing department will be needed along with the Form 107.  
1762

#### 1763 **F. Part-Time Appointments**

1764

1765 1. Faculty who are hired into a part-time position are not eligible for tenure. Those faculty with  
1766 tenure at another institution will not keep their tenure without explicit written approval of the Dean,  
1767 SOM and President of the University. The action must be approved before the individual is appointed  
1768 to the part-time position.  
1769

1770 2. A member of the faculty with tenure who converts to part-time status voluntarily relinquishes  
1771 tenure. In exceptional situations, a faculty member may request and be granted a waiver to retain  
1772 tenure during the period of part-time status, if the President, USU, (after consultation with the Dean,  
1773 SOM), notifies the individual in writing that tenure continues in the part-time status.  
1774

1775 3. The initial appointment to a part-time position (both new hires and those faculty who convert  
1776 from full-time to part-time) will be for up to a maximum duration of two years. Part-time  
1777 appointments may be renewed for up to one year with no limit on the number of renewals with the  
1778 approval of the Dean, SOM.  
1779

1780 4. A faculty member in the tenure-eligible track who converts to a part-time status will not  
1781 remain eligible for tenure and forfeits all tenure-eligible track rights described in USU Instructions  
1782 and SOM policy. Returning to full-time status requires an available full-time faculty position and  
1783 concurrence by the Dean, SOM, and the approval of the President, USU. If the individual is

1784 authorized to return to a tenure-eligible track position, the Dean, SOM, will determine the status of  
1785 the individual's tenure clock and advise the CHR. In exceptional situations of a short duration, a  
1786 faculty member in the tenure-eligible track who converts to part-time status may request and be  
1787 granted a waiver to retain such rights during the part-time status, if the President, USU, (after  
1788 consultation with the Dean, SOM), notifies the individual in writing that the tenure track process (and  
1789 the rights thereof) will continue in the part-time status. Note: A tenure-eligible track faculty member  
1790 is not eligible to return to a SOM tenure-eligible track position if they moved to a part-time schedule  
1791 based on being denied or not recommended for tenure. See Section 4, B of this Instruction.  
1792

1793 5. A faculty member who is in the tenure-eligible track and is in a part-time status is not eligible  
1794 to receive a terminal year appointment if it is determined by the Department Chair that their  
1795 appointment will not be renewed, unless it is specified in the notification document issued by the  
1796 President, USU.  
1797

1798 6. A faculty member in the tenure-ineligible track may request to convert to a part-time status.  
1799 The action will be initiated by the Department Chair explaining the circumstances prompting part-  
1800 time status, and routed through the Dean, SOM, for concurrence and to the President, USU, for  
1801 approval. Returning to full-time status requires an available full-time faculty position and  
1802 concurrence by the Dean, SOM, and the approval of the President, USU.

1803 **SECTION 6:**

1804 **Committee on Appointments, Promotion, and Tenure of Faculty**

1805

1806 **ABSTRACT**

1807

1808 This section describes the Committee on Appointments, Promotions and Tenure (CAPT) of the  
1809 faculty and academic staff of the F. Edward Hébert School of Medicine. It reviews the membership,  
1810 organization, operation, and policies of the CAPT.

1811

1812 The following terms will describe the differing types of Appointment, Promotion and Tenure (APT)  
1813 committees for the SOM.

- 1814
- 1815 • CAPT – Committee on Appointments, Promotions and Tenure. This term refers to the full  
1816 SOM level committee that comprise 9 appointed members.
  - 1817 • Departmental Promotion Review Committee (PRC) – This term refers to the committee  
1818 within each SOM Department which makes recommendations for promotion and tenure to the  
1819 Department Chair.
  - 1820 • *Ad hoc* CAPT equivalent (only applies to search committees). -- This term refers to an  
1821 individually and intentionally formed CAPT to perform academic review and make an appointment  
1822 and tenure (if applicable) recommendation during the search process of a prospective faculty member.  
1823 The *ad hoc* CAPT equivalent comprises selected members of the search committee as defined below.
- 1824

1825 **A. Policy.**

1826

1827 Under the authority and direction of USU Instruction 1100 and with the concurrence of the USU  
1828 President, it is School of Medicine (SOM) policy that there shall be a Committee on Appointment,  
1829 Promotion and Tenure of the Faculty and it shall follow the guidance as set forth in this Instruction.

1830

1831 **B. Functions.**

1832

1833 1. Review candidates for appointment, promotion, tenure, or reappointment (if applicable) to the  
1834 faculty rank of Associate Professor or Professor for primary appointment. Determine if the academic  
1835 rank proposed is consistent with current USU, SOM policy and criteria and establish that the  
1836 proposed appointee is appropriately recognized by their peer group at the level requested. The CAPT  
1837 will determine if the information submitted by the Department Chair is complete and sufficient to  
1838 conduct its evaluation. The CAPT may seek further information by making specific requests to the  
1839 Department Chair. In these cases, the CAPT will defer all decisions until receipt of requested  
1840 information.

1841

1842 2. Review reappointments if the faculty member's separation was for more than five years, or  
1843 the recommendation is to a higher academic rank than previously held.

1844

1845 3. Review the recommendations of the Department Chair or Interdisciplinary Program (IP)  
1846 Director for a secondary appointment or promotion of faculty at the rank of Associate Professor or  
1847 Professor.



1849 4. Review the recommendation and report of the department promotion review committee (PRC)  
1850 and Department Chair regarding academic qualifications for tenure of eligible faculty members not  
1851 later than the end of the last probationary year.

1852  
1853 5. Review recommendations of the Department Chair concerning faculty sabbatical leave per  
1854 procedures specified in USU Instruction 1410. Sabbatical actions will be provided as information  
1855 items at the next scheduled CAPT meeting.

1856  
1857 6. Review requests for faculty to transfer tracks, tenure eligible to tenure-ineligible and tenure-  
1858 ineligible to tenure-eligible.

1859  
1860 7. Submit in writing to the Dean, a recommendation to approve or deny an appointment,  
1861 reappointment (if applicable), promotion, tenure, sabbatical leave, or removal of appointment-and/or  
1862 tenure.

1863  
1864 **C. Membership.**

1865  
1866 1. The CAPT will consist of nine (9) voting members appointed by the Dean. The CAPT  
1867 committee will adhere to the following requirements unless an exception is made by the Dean.

1868  
1869 a. All nine (9) with unmodified rank of Professor

1870  
1871 b. At least four (4) MD/DO and four (4) PhD or equivalent

1872  
1873 1) Last member alternates between the categories

1874  
1875 c. Seven (7) civilian faculty

1876  
1877 1) Four (4) must be tenured

1878  
1879 a) at least one tenured MD/DO and at least one tenured PhD or equivalent

1880  
1881 d. Two (2) uniformed faculty

1882  
1883 1) At least one (1) must be non-billeted

1884  
1885 e. Even distribution between the basic sciences and clinical sciences departments

1886  
1887 1) Basic Science departments include APG, BIO, MIC, MPS, PAT, PHA, PMB, MEM

1888  
1889 2) Remainder of the departments will be designated clinical science

1890  
1891 3) Alternate the 9<sup>th</sup> member between the basic science and clinical science departments

1892  
1893

1894 f. Faculty representatives will be selected from individuals recommended to the Dean by the  
1895 Faculty Senate, SOM Department Chairs, or Military Treatment Facilities (MTF) educational leaders  
1896 (Directors of Medical Education, Commanders).  
1897

1898 g. Only in unusual circumstances shall more than one USU billeted faculty member from the  
1899 same department serve as a current member of the CAPT.  
1900

1901 2. The Associate Dean for Faculty Affairs (ADF) will provide an orientation for all new  
1902 members of the CAPT and provide the CAPT with updates in faculty policy. The ADF will serve as  
1903 a non-voting advisor to the CAPT, and will be available to clarify issues relating to policy defined in  
1904 this Instruction. The Chair of the CAPT will serve as the point of contact for the ADF. The ADF  
1905 should not attend unless requested.  
1906

1907 3. Faculty with administrator titles, including but not limited to President, USU, Vice-President,  
1908 Assistant Vice-President, Dean, Associate Dean, or Assistant Dean shall not serve as members of the  
1909 CAPT. These individuals shall not attend CAPT meetings except when requested by the committee.  
1910 Although Department Chairs in the SOM are considered administrative positions, they are allowed to  
1911 serve as CAPT member.  
1912

1913 4. Appointment to the CAPT will normally be for three years with at least two new members  
1914 appointed each year. A one-year extension to the appointment can be given to the CAPT Chair.  
1915

1916 5. It is required that members of the CAPT attend three out of four of the annual meetings or  
1917 face replacement from the CAPT or be removed from the CAPT.  
1918

1919 6. No CAPT member shall serve consecutive terms unless extraordinary circumstances occur.  
1920

1921 7. In the event of a vacancy, the Dean shall appoint a replacement member of similar category  
1922 (basic science/clinical science, uniformed/civilian) to complete the term of service.  
1923

#### 1924 **D. Organization and Operation**

1925

1926 1. The CAPT will have a Chair and Vice Chair, one from a Basic Science Department and one  
1927 from a Clinical Science Department. Each year, The Dean will select a new Chair and Vice Chair  
1928 from current committee members. If warranted, the Chair can be selected from previous CAPT  
1929 committee members. The Chair will alternate between basic science and clinical science members.  
1930 Although implied and ideal, the Vice Chair is not required nor guaranteed to be the next Chair. The  
1931 Vice Chair must have served one year as a member prior to selection. The Chair and Vice Chair will  
1932 review the faculty submissions from their respective disciplines (clinical or basic science) prior to  
1933 presentation at CAPT meetings to ensure that the necessary documentation and information is  
1934 available for the CAPT to take appropriate action. The Chair and Vice Chair will participate in  
1935 discussion and vote on candidates.  
1936

1937 2. The presence of five members shall constitute a quorum for all business. This will be  
1938 considered a full CAPT for review and decision-making. CAPT decisions will require a majority  
1939 vote. CAPT decisions are approval, disapproval, or deferral.

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3. The Chair and Vice Chair can independently review and make recommendations only for Adjunct, Clinical, and Visiting prefixed appointments and secondary appointments. These will be reported to the full CAPT during regular meetings. If any proposed prefixed appointments are disapproved from either the Chair or Vice Chair, these should be discussed by the full CAPT.

4. The Chair and Vice Chair can independently review and make recommendations on extension requests for tenure track probationary periods. These will be reported to the full CAPT during regular meetings. If any proposed probation extension requests are disapproved or deferred from either the Chair or Vice Chair, these should be discussed by the full CAPT.

5. Approval of a sabbatical request can be granted by the Chair of the CAPT solely (or Vice Chair in the absence of the Chair). These will be reported to the full CAPT during regular meetings. If a sabbatical action is disapproved, these should be discussed by the full CAPT.

6. Approval of requests to move a faculty member from one track to the other can be granted by the Chair of the CAPT solely (or Vice Chair in the absence of the Chair). These will be reported to the full CAPT during regular meetings. If a request is disapproved, these should be discussed by the full CAPT.

7. CAPT members of the candidate's primary appointed department must leave prior to discussion, consensus and voting. Members can be consulted to answer discipline specific questions. If a committee member has concerns of potential conflicts of interest, the matter should be discussed prior to the meeting with the CAPT Chair and Vice Chair under the advisement of the ADF.

8. All CAPT discussions are privileged and confidential.

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

**E. Academic Review Process**

1. Process for new hires at the rank of Associate Professor or Professor including *ad hoc* CAPT review process.

a. The procedures set forth in this Instruction and USU Instruction 1107 shall be followed. If this Instruction conflicts with USU Instruction 1107, 1107 or applicable federal or DoD procedures controls.

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

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

1986  
1987  
1988 d. Search committees acting as an *ad hoc* equivalent CAPT: Individuals recruited for any  
1989 Associate Professor and Professor level position regardless of track can be reviewed by an  
1990 appropriately constituted search committee that also serves as an *ad hoc* CAPT. This *ad hoc* CAPT  
1991 shall consist of at least five (5) faculty members who are equivalent in academic rank to members of  
1992 the SOM-level CAPT (unmodified Professors).

1993 1) All five (5) members unmodified Professors

1994  
1995 a) At least one (1) faculty member from the basic science departments and one (1)  
1996 faculty member from the clinical science departments

1997  
1998 b) At least two (2) must be civilian tenured faculty

1999  
2000 2) Non-tenured civilian Professors and uniformed Professors may be on the *ad hoc*  
2001 CAPT.

2002  
2003 3) Administrators, serving in their role as Professors, may serve on the *ad hoc* CAPT. All  
2004 committee members should be knowledgeable of the appointment criteria and procedures in USU  
2005 Instruction 1100 and appropriate SOM policies. All members of the *ad hoc* CAPT committee will  
2006 provide the formal review for academic rank and/or tenure status in accordance with USU Instruction  
2007 1100 and SOM policies without additional review by the school's CAPT. The membership of this  
2008 search committee should be reviewed and approved by the ADF, Vice Dean for Academic Affairs or  
2009 the CHR.

2010  
2011 4) An *ad hoc* CAPT established to review the position of the Dean of SOM (or other  
2012 administrator positions in which an academic appointment or tenure is recommended) may include  
2013 other Federal civilian employees to ensure the University conducts a comprehensive search and that  
2014 USU components are appropriately represented in the search process. Other Federal civilians  
2015 appointed to the committee must possess related experience, leadership skills, or substantial  
2016 knowledge of the duties and responsibilities of the position being filled. The use of non-Federal  
2017 employees for this purpose is prohibited.

2018  
2019 e. The *ad hoc* CAPT shall review the applicants and confirm that the applicants referred for  
2020 selection consideration meet the SOM criteria for the academic rank and tenure status specified in the  
2021 recruitment for the position.

2022  
2023 2. Process for Promotion

2024  
2025 The promotion process is intended to recognize and reward ongoing professional growth and  
2026 achievement. The scholarly achievements, professional service, institutional citizenship activities,  
2027 and other professional qualifications required for specific academic ranks are set forth in this  
2028 Instruction. Qualification for promotion will not be linked to uniformed title or time in military rank  
2029 or Public Health Service rank. Demonstrated conduct of the individual will also be considered in the  
2030 promotion review process.

2031

2032 a. The Department Chair or IP Director or their designee should annually review all faculty  
2033 eligible for promotion. Faculty identified as potentially qualified for promotion should be sent to the  
2034 PRC Chair for review.  
2035

2036 All PROMOTIONS from Instructor to Assistant Professor are completed by submitting a new and  
2037 distinct application in the USU authorized online appointment system with updated forms. The  
2038 Department Chair will designate this action as a promotion. The appointment and promotion  
2039 processes shall begin at the Department or Interdisciplinary Graduate Program (IP) level (inter-  
2040 departmental or center-based). Appointment and promotion actions originating from an  
2041 interdisciplinary graduate program require the consent of the interdisciplinary graduate program's  
2042 designated parent department Chair, in writing, to initiate an appointment or promotion action. The  
2043 parent departments for each program are as follows: Microbiology for Emerging Infectious Diseases,  
2044 Anatomy, Physiology & Genetics, for Neuroscience, Biochemistry for Molecular & Cell Biology,  
2045 and Medicine for Health Professions Education. (Notes: For HPE appointments: 1) Tenured Faculty –  
2046 these faculty employees will remain in their primary department as they are tenured, and HPE will be  
2047 their Secondary appointment; 2) Tenure Eligible Track – HPE could initiate action for the primary  
2048 appointment as a faculty member. However, once the employee attains tenure, their primary  
2049 appointment would have to be switched to the designated SOM department that could confer tenure  
2050 for the employee's specialty, and HPE would become their Secondary appointment; and 3) Tenure  
2051 Ineligible Track – HPE would initiate action for a primary appointment as a faculty member.)  
2052

2053 b. Promotion Review Committees (PRC): All departments and IP will have a Promotion  
2054 Review Committee (PRC) to consider faculty as candidates for promotion. The PRC will consist of  
2055 at least three faculty members.  
2056

2057 1) A Chair of the PRC must be designated by the Department Chair and would normally  
2058 remain in position for at least 2 years. The Department Chair can change the Chair of the PRC at any  
2059 time. The Chair of the PRC can be at the unmodified rank of Associate Professor or Professor, in  
2060 either faculty track. The Chair of the PRC has the administrative responsibility for running the  
2061 committee and complying with instructions in this document.  
2062

2063 2) The PRC can be larger than the minimum of three members. Associate Professors and  
2064 Professors will review the candidates for promotion to Associate Professor, and Professors will  
2065 review candidates for promotion to Professor. Professors will review the candidates for Tenure.  
2066

2067 3) In those Departments that do not have at least three faculty at the appropriate rank, the  
2068 Department Chair will appoint the required number of committee members. If requested, the ADF  
2069 can provide assistance.  
2070

2071 4) The PRC is advisory to the Department Chair or IP Director.  
2072

2073 5) The PRC shall consider the qualifications and criteria described in Sections 1 and 4 of  
2074 this Instruction.  
2075  
2076  
2077

2078 6) The PRC will make a recommendation for or against promotion and for or against  
2079 tenure. It shall be based on the attainment of qualifications and conduct and not upon length of  
2080 service or rank, although length of service/rank may be considered.  
2081

2082 7) All full-time paid billeted faculty members with ranks equivalent to, or higher than,  
2083 the rank sought by the candidate, must receive notice of the proposed promotion from the Chair or  
2084 their delegate and can provide written comments to the departmental or IP promotion review  
2085 committee. If comments are provided, the faculty candidate will be notified. Upon request, the  
2086 comments can be given to the faculty candidate to provide an opportunity to give additional  
2087 information to the PRC.  
2088

2089 8) The Chair of the PRC will write the described memo for the faculty member's  
2090 promotion package to be reviewed by the CAPT. (see Section 7)  
2091

2092 c. Procedures Post-Department Level Review  
2093

2094 1) A positive recommendation by the Department Chair requires submission of all  
2095 materials as described in Section 7. These will be submitted to the CHR by designated timelines, and  
2096 subsequently forwarded to the CAPT for review during scheduled meetings.  
2097

2098 2) A negative recommendation by the Department Chair requires the Department Chair  
2099 to prepare a Memorandum for the Record containing similar material to promotion packages.  
2100 Materials required are the: Chair's memo describing the explanation of the negative recommendation,  
2101 PRC memo describing the review, any letters of evaluation, and the faculty member's CV. THIS  
2102 ACTION WILL BE FORWARDED TO CHR BUT NOT TO THE CAPT. A copy of the Chair's  
2103 memorandum will be provided to the faculty member. Only positive recommendations by the  
2104 Department Chair will be forwarded via CHR to the CAPT.  
2105

2106 a) The Department Chair shall note in the recommendation the views of the PRC  
2107 concerning the candidate and will comment on the merits or any expressed concerns in the Chair's  
2108 Letter or Memorandum.  
2109

2110 b) A faculty member may discuss and review negative promotion or tenure decisions  
2111 with the Associate Dean for Faculty Affairs (ADF) who will serve as an ombudsman.  
2112

2113 d. Consideration by the CAPT. The CAPT shall recommend approval or disapproval of the  
2114 appointment to the Dean, or may defer consideration pending additional information. The CAPT will  
2115 provide the Dean with a statement concerning the basis for a disapproval or deferral decision.  
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2123

2124 1) If the CAPT recommends disapproval of the appointment, promotion or tenure and the  
2125 Dean disagrees or identifies what is perceived to be a variation from SOM policy in the review  
2126 process, the Dean may request reconsideration by a memorandum to the CAPT setting forth the basis  
2127 for the request. The candidate's Department Chair may also request reconsideration by the CAPT in  
2128 a memorandum to the CAPT setting forth the basis for the request. The Department Chair will be  
2129 allowed to address the CAPT following submission and review of the memorandum. The CAPT's  
2130 action on reconsideration is final unless approval is recommended. The CAPT will furnish copies of  
2131 the final reconsideration to the Dean and CHR.

2132  
2133 2) If the CAPT recommends approval and the Dean disagrees, the Chair of the CAPT  
2134 and/or the candidate's Department Chair may request reconsideration in a memorandum to the Dean  
2135 setting forth the basis for the request. The CAPT Chair and/or the Department Chair will be allowed  
2136 to meet with the Dean following submission and review of the memorandum. The Dean's action on  
2137 reconsideration is final.

2138  
2139 3) If the CAPT recommends approval and the Dean concurs, the recommendation shall  
2140 be forwarded to the CHR. CHR shall then forward recommendations for approval of faculty  
2141 appointments to the President for final approval.

2142  
2143 4) The CAPT may defer consideration of recommendations it considers incomplete or  
2144 questionable.

### 2145 2146 3. Process for Granting Tenure

2147  
2148 a. The procedures set forth in this Instruction, USU Instruction 1100, and the University's  
2149 procedures assuring compliance with EEO policies shall be followed.

2150  
2151 b. For the purposes of the probationary period for tenure, the four- and nine-year time  
2152 frames referred to in this document will commence on the effective date of the initial appointment as  
2153 specified on the Notification of Personnel Action (SF 50-B).

2154  
2155 c. Recommendations for tenure begin at the department level as set forth in USU Instructions  
2156 and SOM Policy Statements.

2157  
2158 1) The Department Chair shall annually review all individuals eligible for tenure. During  
2159 the probationary period, the faculty member shall have access to information regarding the basis for  
2160 decisions affecting renewal of appointment, promotion, and the award of tenure.

2161  
2162 2) The Department Chair must complete and submit their requests with complete  
2163 documentation for faculty tenure through Civilian Human Resources (CHR) in a timely fashion to  
2164 assure that the CAPT and the Dean can evaluate and act on the request within the prescribed time  
2165 period.

2166 3) If the Department Chair decides not to recommend a faculty member for tenure, the  
2167 Chair will notify the faculty member in writing of that decision and the reasons not later than 90  
2168 calendar days prior to the date the employee's probationary period ends. A single one-year terminal  
2169 appointment will be granted.

2170  
2171 4) If the Department Chair believes the faculty member may be ready for tenure, the  
2172 Promotion Review Committee will review similar to promotion consideration.  
2173

2174 5) Consideration by the CAPT  
2175

2176 a) The composition, functions, authority, responsibilities, and procedures of the  
2177 CAPT are set forth in this Instruction (See Section 6) and USU Instruction 1107.  
2178

2179 b) The CAPT recommendations shall be reported to the Dean.  
2180

2181 c) The CAPT may defer consideration of recommendations it considers incomplete or  
2182 questionable.  
2183

2184 d) If action for tenure or promotion by the CAPT is not completed by the end of the  
2185 ninth probationary year for faculty initially hired as an Assistant Professor or the end of the fourth  
2186 probationary year for faculty initially hired as an Associate Professor or Professor, a memorandum  
2187 from the CAPT that explains the circumstances causing the delay will be sent to the Dean explaining  
2188 and requesting a one-time extension of short duration (not to exceed one year) to permit the CAPT to  
2189 gather additional information. The Dean may, in the Dean's sole discretion, grant an extension of the  
2190 candidate's probationary period of up to one year to allow for a proper and complete evaluation. A  
2191 copy of the CAPT memorandum will be sent to the candidate's Department Chair and the CHR.  
2192

2193 e) The CAPT approval, disapproval, or deferral will be transmitted in the form of a  
2194 memorandum through the Dean to the Department Chair, with a copy to the candidate and the CHR.  
2195 This memorandum shall describe the evaluation process and state the reasons for approval,  
2196 disapproval, or deferral. The Department Chair will notify the candidate of the current status of their  
2197 tenure or promotion action.  
2198

2199 f) The Dean shall act upon the CAPT recommendations as set forth in this Instruction  
2200 and USU Instruction 1100.  
2201

2202 g) The President, USU, based on the information supplied by the CAPT and Dean,  
2203 shall take the appropriate action. The President's action is final.  
2204

2205 h) Following review by the CAPT and Dean, the Department Chair shall notify the  
2206 candidate in writing of the tenure decision. If tenure is denied to a candidate who has served on the  
2207 faculty for nine consecutive years as Assistant Professor or four consecutive years as Associate  
2208 Professor, the Department Chair shall advise the individual in writing at least 90 calendar days prior  
2209 to the date the employee's probationary period ends that their appointment will not be renewed and  
2210 shall terminate at the end of their one-year terminal appointment. If proper notification is not given at  
2211 least 90 calendar days prior to the date the employee's probationary period ends, then the relevant  
2212 guidance and procedures in USU Instruction 1100 will apply.  
2213

2214 d. Prohibition against USU Employment after Denial of Tenure  
2215



2216 1) A faculty member who has been denied tenure within the USU SOM and is  
2217 subsequently terminated from their position in accordance with this Instruction, shall not normally be  
2218 eligible for rehire as a faculty member of the USU SOM for a period of three years following  
2219 termination of the tenure-eligible track appointment.

2220 2) If a waiver is requested by an employee through the Department Chair and a tenure-  
2221 ineligible academic appointment is approved by the Dean and President, USU, the faculty member  
2222 will not be allowed to enter the tenure-eligible track during subsequent employment at the USU  
2223 SOM. The academic rank held during the restricted three-year period will be no higher than that held  
2224 at the time of denial of tenure and all resource allocation to the individual (including amount and  
2225 source of compensation, space, and other support) will require formal approval by the Dean.  
2226

2227 4. Notification of the faculty member of CAPT decisions  
2228

2229 The Department Chair shall notify the faculty member in writing of the promotion decision. For  
2230 tenure-eligible faculty, the Department Chair shall notify the candidate in writing of the tenure  
2231 decision. If tenure is denied to a candidate who has served on the faculty for nine consecutive years  
2232 after initial appointment as an Assistant Professor, or four consecutive years after initial appointment  
2233 as an Associate Professor or Professor, the Department Chair shall advise the individual in writing  
2234 not later than 90 calendar days prior to the date their probationary period ends that their appointment  
2235 will not be renewed, and shall terminate at the end of their one-year terminal appointment. If proper  
2236 notification is not given at least 90 calendar days prior to the date the employee's probationary period  
2237 ends, then the relevant guidance and procedures in USU Instruction 1100 will apply.  
2238

2239 5. For Appointment of Faculty to Emeritus Ranks  
2240

2241 Nominations for an Emeritus appointment originate with the Department Chair or Dean and require  
2242 the concurrence of the CAPT and Dean with final approval by the President.  
2243  
2244

2245 **SECTION 7:**

2246 **Content of Appointments, Promotion and Tenure Documents**

2247

2248 **ABSTRACT**

2249 This section describes all of the contents for promotion and tenure packages. It describes the specific  
2250 contents as well as the order of the contents for the package to be submitted to the CHR.

2251

2252 **A. Policy**

2253

2254 Under the authority and direction of USU Instruction 1100 and with the concurrence of the USU  
2255 President, it is SOM policy that there shall be a standard collection of documents to support academic  
2256 review of the faculty, including, at a minimum, those outlined in this memorandum.

2257

2258 **B. Content of Tenure-Eligible, Unmodified Tenure-Ineligible, and Tenure without promotion**  
2259 **packages**

- 2260
- 2261 1. USU Form 107 documenting the demographic information of the faculty member.
  - 2262
  - 2263 2. Department Chair's Cover Memorandum
  - 2264

2265 The Department Chair's cover memorandum to the Dean is an essential part of the documentation.  
2266 The Department Chair must discuss all relevant aspects of an individual's career, which may include,  
2267 but are not limited to, activities and achievements not represented in the curriculum vitae and  
2268 bibliography. Should the qualifications of the proposed appointee differ substantially from the  
2269 general requirements, the Department Chair must carefully explain the discrepancy in the cover  
2270 memorandum.

- 2271
- 2272 a. The cover memorandum should include the following elements:
  - 2273

2274 1) A statement of the proposed action (appointment, renewal of appointment,  
2275 reappointment, promotion, and/or the conferral of tenure); (2) the academic track, and if appropriate,  
2276 the pathway; and (3) a brief summary of the academic history of the nominee, stating the current  
2277 academic rank and physical location of the individual.

2278

2279 2) Documentation of the applicant's scholarly achievements and a summary of the impact  
2280 of the candidate's scholarly activities and leadership on achieving departmental, institutional,  
2281 University, and SOM objectives. It is important that the Department Chair memorandum documents  
2282 the full range of the applicant's scholarly contributions, including evidence of scholarly activities in  
2283 all areas of scholarship as defined in this Instruction.

2284

- 2285 a) Documentation of the applicant's Scholarship of Discovery and Integration  
2286 contributions: The Department Chair will include information concerning the candidate's efforts and  
2287 status with regard to the acquisition of specific forms of required financial, non-financial, and other  
2288 types of support necessary for their scholarly activities of Discovery and/or Integration. If necessary,  
2289 the Chair will describe the types, sources, and requirements for funding unique to the candidate's field  
2290 of interest to clarify this aspect of a candidate's application.

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

c) Documentation of the applicant's Scholarship of Teaching contributions: Documentation of the scope and amount of teaching contribution with clear description of Level 1, 2, and 3 teaching. This should include the number of local teaching initiatives and contact hours (seminars, lectures, clinical case conferences, and grand rounds) for which the candidate was responsible. Leadership in the design, organization and presentation of a course or clinical program should also be documented. In addition, evidence of community and continuing medical education activities, as well as participation in local, regional, national and international educational programs should be included. Documented evaluation of the quality of an individual's teaching performance is the responsibility of the Department Chair, who may seek the counsel of other faculty members, peers, medical or graduate students, and house staff. A summary of this information and a general identification of the sources shall be provided to the CAPT.

d) The CAPT recognizes that teaching activities include a wider range of responsibilities beyond undergraduate medical education. The clinician candidate's role in postgraduate medical education should be described. Teaching responsibilities in the training and education of graduate students and postdoctoral fellows by a candidate in the basic or clinical sciences should be described.

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

i. Professional Service: Professional service includes, but is not limited to: local institutional committees, editorial boards; institutional review boards; society memberships; offices held; visiting Professorships; service on study sections; uniformed service committees; consulting services to other institutions or government agencies; and similar activities. Specific attention should be given to leadership positions or service on national and international committees.

ii. Clinical Service: The current status of clinical privileges should be described particularly as they relate to SOM activities. Evidence must be presented attesting to the clinical skills of the candidate, based on high regard for the candidate's clinical competency among current peer academic and community physicians. Clinical competence, including clinical knowledge and humanistic skills, should be described in supporting letters. Clinical leadership positions or special assignments should be explicitly highlighted in the Chair's memo.

3) Documentation of the applicant's Institutional Citizenship. A thorough review of the type and complexity of committee work or administrative role(s) will be conducted to assess Institutional Citizenship and, therefore, should be described. Evidence of active participation and documentation of substantive, valuable, and sustained contributions should be included. The

2337 involvement and level of responsibility of a clinical faculty member or other health care professional  
2338 in the administrative activities of the candidate's hospital, health care center, uniformed Service,  
2339 University, and the SOM should be described.

2340  
2341 4) PRC review should be acknowledged adding any specific merits or concerns.  
2342

2343 5) Documentation of the letters of evaluation to include a) the number requested, b) those  
2344 not returned and any known reasons, and c) explaining any significant relationships of the letter  
2345 writer to the faculty candidate.  
2346

2347 3. Memorandum describing the process and outcome of the departmental review for promotion.  
2348 This should consider comments from the PRC and other billeted department faculty notified of the  
2349 promotion. This may be written by the Chair of the Department PRC or the Department Chair.  
2350

#### 2351 4. Complete CV 2352

2353 The Complete CV will contain all relevant educational information, including institutions attended,  
2354 and degrees obtained; graduate education experiences; residencies and fellowships; all professional  
2355 appointments and positions; professional service activities; institutional activities; grants and research  
2356 activities; relevant honors, awards, and recognitions; professional society memberships; appropriate  
2357 licensure and certification information; and academic ranks attained. The bibliography should be  
2358 complete, current, and separated into peer-reviewed and non-peer-reviewed materials. Bibliographies  
2359 may include items "in press" or "accepted for publication" with a journal reference; however, items  
2360 "in preparation" or "under review" should not be included. The CAPT may review abstracts as  
2361 indicators of productivity. Presentations will be evaluated based on type (poster or podium  
2362 presentation) and topic. Although no specific CV format is required, department Chairs may  
2363 designate a required format. One example of a common CV is the Association of American Medical  
2364 Colleges Curriculum Vitae (CV) template may be found at this link:

2365 [www.aamc.org/members/gfa/faculty\\_vitae/150034/preparing\\_your\\_curriculum\\_vitae.html](http://www.aamc.org/members/gfa/faculty_vitae/150034/preparing_your_curriculum_vitae.html)  
2366

#### 2367 5. Statement of Scholarly Work 2368

2369 The statement of scholarly work is the candidate's personal, guiding educational or research  
2370 philosophy, appropriate to the faculty member's track and pathway. It should be concisely outlined in  
2371 no more than two pages. The statement should describe the candidate's philosophy and how their  
2372 achievements in the areas of research, teaching, clinical care (if appropriate), and service to the  
2373 University are evidence of the impact and force of this philosophy. The statement should describe the  
2374 direction of the candidate's scholarly work and what the individual feels are their most important  
2375 contributions.  
2376

#### 2377 6. Educator's Portfolio 2378

2379 The Educator's Portfolio is a candidate's documentation of the extent and rigor of their scholarship of  
2380 teaching giving examples and details of Level 1, 2 and 3 Scholarship of Teaching. This would  
2381 document individual lectures/small groups within the University or local teaching hospital  
2382 (considered intramural), educational or curricular outlines, educational outcomes analysis, syllabi,

2383 course content, or other peer-reviewed course or educational program-related writings. For research  
2384 focused faculty laboratory specific mentorship and teaching (e.g., graduate students, postdoctoral  
2385 fellows, medical student CAPSTONE projects) should also be included. There is no specific format  
2386 as the Educator's Portfolio is individual to the candidate's career, yet there is a template provided by  
2387 ADF. Educator Portfolios may vary in length depending on the faculty member's primary area of  
2388 scholarship. The length does not correlate with readiness for promotion rather it is the impact of the  
2389 faculty member's teaching. There is no minimum length. But the portfolio **should not exceed 30**  
2390 **pages including the cover page.** Educator's Portfolio are required for all Tenure-Eligible faculty,  
2391 and Tenure-Ineligible faculty in the Clinician-Educator and Educator tracks starting 1 July 2025. For  
2392 all other faculty, the educator's portfolio is optional but strongly encouraged.  
2393

## 2394 7. Letters of Evaluation

2395  
2396 a. The CAPT requires documentation that the nominee is recognized by their professional  
2397 peer group at a level commensurate with the appointment and academic rank sought. Letters of  
2398 evaluation from individuals who are competent to assess the candidate's scholarly activities and  
2399 professional contributions meet this requirement. These individuals must be at a rank at or above the  
2400 rank of that being sought or of equivalent professional standing. If the letter writer does not indicate  
2401 an active academic appointment, the Chair's memo should outline the rationale for the letter writer  
2402 selection. All letters must be from distinct, external sources meaning that there cannot be more than  
2403 one letter from faculty at any one academic institution or national/international noncorporate research  
2404 organization (e.g. NIH, CDC, FDA, HHMI) (distinct), and that the letter writers' primary academic  
2405 appointment must be from an institution other than USU (external). However, one letter may be from  
2406 a USU appointed faculty member who has not directly trained, supervised or worked as a colleague  
2407 with the candidate. Letters should clearly describe the relationship, if any, between the evaluator and  
2408 the candidate. If some of the letters of evaluation are from particularly relevant individuals (i.e.,  
2409 leaders in the field), this special feature should be brought to the attention of the CAPT in the  
2410 Department Chair's memorandum.  
2411

2412 b. All letters of evaluation are considered to be confidential and will not be forwarded to the  
2413 candidate.  
2414

2415 c. The Department Chair, IP Director or Division Head, never the candidate, must request  
2416 the letters of evaluation. The candidate may supply a list of suggested evaluators but should not  
2417 discuss their candidacy with potential evaluators or provide them with any documentation. A CV and  
2418 bibliography should be enclosed to assist the reviewer with their response. Additionally, the  
2419 statement of scholarly work, Educator's portfolio, and sample publications may be sent to the  
2420 reviewer. The number of letters required will vary with the type of appointment requested.  
2421

### 2422 1) Tenure-Eligible

#### 2423 a) Associate Professor

2424  
2425  
2426 Tenure-eligible candidates considered for promotion to Associate Professor and/or a tenure action  
2427 must have a **minimum of six letters of evaluation, but no more than ten from distinct external**  
2428 **sources** obtained by the Chair from recognized authorities in the candidate's field of interest. **No**

2429 **more than two of these letters** should be from individuals with involvement in prior training and  
2430 prior employment of the candidate.

2431  
2432 b) Professor

2433  
2434 Tenure-eligible candidates considered for promotion to Professor must have a minimum of **eight**  
2435 **letters of evaluation, but no more than twelve letters** from *distinct external sources* for  
2436 appointment or promotion to Professor. **No more than four** of these letters should be from  
2437 individuals with involvement in prior training and prior employment of the candidate. Letters must be  
2438 from recognized authorities in the candidate's field of interest.

2439  
2440 1) Tenure-ineligible (Unmodified, all pathways)

2441  
2442 a) Associate Professor

2443  
2444 Tenure-ineligible candidates for promotion to Associate Professor are required to have a **minimum of**  
2445 **three letters of evaluation** from three distinct external sources. These letters are to be from  
2446 individuals who are either recognized authorities in the candidate's field of interest, or who have first-  
2447 hand knowledge as to scholarly and professional service activities of the candidate. These letters  
2448 must be from individuals who had no direct role in training or prior employment (supervisor or  
2449 colleague).

2450  
2451 b) Professor

2452  
2453 Tenure-ineligible candidates for promotion to Professor are required to have a **minimum of five**  
2454 **letters of evaluation** from five distinct external sources from individuals who are either recognized  
2455 authorities in the candidate's field of interest, or who have first-hand knowledge as to scholarly and  
2456 professional service activities of the candidate area expected for promotion to Professor. These  
2457 letters must be from individuals who had no direct role in training or prior employment (supervisor or  
2458 colleague).

2459  
2460 8. Representative publications

2461  
2462 Four reprints of representative published peer-reviewed articles should be added to the package.

2463  
2464 **C. Contents of Adjunct or Visiting Prefixed Appointment Packages.**

2465  
2466 Adjunct or Visiting prefixed appointment packages require a Form 107, faculty member's Curriculum  
2467 Vitae and a brief statement documenting the accomplishments, contributions to the USU mission, and  
2468 evidence of peer recognition justifying the proposed academic rank or academic promotion. This  
2469 statement can be provided by the Department Chair or Program Director. Academic rank should be  
2470 concordant with the current rank at the faculty member's primary institution.

2471  
2472  
2473

2474 **D. Contents of Clinical Prefixed Appointment Packages**

2475  
2476 Clinical prefixed appointment packages require a Form 107, faculty member's Curriculum Vitae,  
2477 and a letter from the USU Chair explaining and supporting the request, along with a letter of  
2478 support from a faculty member of senior academic rank in the applicant's specialty. For  
2479 uniformed faculty members, the chair should obtain and submit a letter of support from a faculty  
2480 member of senior academic rank in the applicant's specialty and the endorsement of the faculty  
2481 member's Commanding Officer or their designee. In the case of nominees who are Flag officers,  
2482 serving in Command billets or Senior Executive Service (SES) equivalent positions, the  
2483 requirement for command endorsement can be waived by the Associate Dean for Faculty Affairs  
2484 (ADF). In addition, nominees who hold a Clinical Prefixed appointment at another accredited US  
2485 medical school may also have requirement for letters waived.  
2486

2487 **E. Contents of Emeritus/Emerita Prefixed Appointment Packages.**

2488  
2489 Emeritus prefixed nomination packages require a Form 107, faculty member's Curriculum Vitae,  
2490 and Chair's or Dean's Nomination letter that outlines the nature of the long and distinguished service  
2491 to USU SOM.  
2492

2493 **F. Contents of Secondary Appointment Packages**

2494  
2495 Secondary appointment packages require a Form 107, faculty member's Curriculum Vitae and a  
2496 brief statement from the requesting Department Chair outlining the faculty member's  
2497 accomplishments, that is also signed by the Department Chair of the member's primary department.  
2498 Secondary promotions cannot be higher in academic rank than the primary appointment. If both the  
2499 primary and secondary departments are placing packages at the same time, only a single 107 is  
2500 required.  
2501

2502  
2503

**Table :Contents for Promotion Packages**

	<b>Form 107</b>	<b>Chair's memo</b>	<b>CV</b>	<b>PRC Memo</b>	<b>Statement of Scholarly Work</b>	<b>Educator's Portfolio</b>	<b>Letters of Evaluation</b>	<b>Publication pdfs</b>	<b>Letter of Support (senior faculty)</b>
<b>Tenure-Eligible Assoc Prof</b>	X	X	X	X	X	X#	6-10	4	---
<b>Tenure-Eligible Prof</b>	X	X	X	X	X	X#	8-12	4	---
<b>Tenure Only (without promotion)</b>	X	X	X	X	X	X	Same as rank	4	
<b>Tenure-Ineligible Assoc Prof (all pathways)</b>	X	X	X	X	X	X#	3	4	---
<b>Tenure-Ineligible Prof (all pathways)</b>	X	X	X	X	X	X#	5	4	---
<b>Adjunct or Visiting Assoc Prof</b>	X	X	X	X	---	---	---	---	---
<b>Adjunct or Visiting Prof</b>	X	X	X	X	---	---	---	---	---
<b>Clinical Assoc Prof</b>	X	X	X	X	---	---	---	---	X
<b>Clinical Prof</b>	X	X	X	X	---	---	---	---	X
<b>Emeritus Assoc Prof</b>	X	X	X	X	---	---	---	---	---
<b>Emeritus Prof</b>	X	X	X	X	---	---	---	---	---
<b>Secondary Assoc Prof and Prof</b>	X**	X&	X	X	---	---	---	---	---

2504 # Starting 1 July 2025 (Tenure Eligible and Tenure Ineligible Clinician Educator and Educator Pathways)  
 2505 & secondary Chair  
 2506 \*\* signed by both Chairs  
 2507



2508 **SECTION 8:**  
2509 **Performance Review of Faculty**

2510  
2511 **A. Applicability.**

2512  
2513 This Instruction applies to all USU, SOM faculty and staff, and to USU components in support of the  
2514 appointment and promotion of the SOM faculty.

2515  
2516 **B. Policy.**

2517  
2518 Under the authority and direction of USU Instruction 1100, and with the concurrence of the USU  
2519 President, it is SOM policy that performance of all faculty, academic administrators, and academic  
2520 staff will be evaluated in accordance with DoDI 1400.25, Volume 431, DoD Performance  
2521 Management and Appraisal Program, and any other evaluation procedures or guidelines established in  
2522 writing by USU, and that the Department Chair shall use the review to provide counsel and guidance in  
2523 faculty career development.

2524  
2525 **C. Procedure.**

2526  
2527 1. At a minimum, each Department must evaluate annually, the performance of each billeted  
2528 faculty member, regardless of tenure status. A written assessment of their performance must be  
2529 provided in accordance with DoDI 1400.25, Volume 431, and any other procedures or guidelines  
2530 defined by USU. The Chair and/or supervisor shall use the annual review to provide counsel and  
2531 guidance on career development.

2532 2. The components of the faculty member's annual military fitness report and/or officer's  
2533 efficiency report that documents a review of activities defined in this Instruction may constitute part  
2534 of the academic review.

2535 3. The Chair of each Department will evaluate each non-billeted faculty member at an interval  
2536 based on the established term of the appointment and not to exceed three years. This review is  
2537 required prior to the renewal of an appointment. The Department Chair shall use the review to  
2538 provide counsel and guidance in faculty career development.\

2539 4. The performance of each Department Chair, Associate, and Assistant Dean, will be  
2540 evaluated annually by the Dean. The Dean will provide the individual with a written assessment  
2541 and specific recommendations based on the review.

2549 **D. Faculty Responsibility.**

2550

2551 1. Billeted faculty and academic staff members are responsible to the SOM Department Chairs  
2552 and the Dean with respect to participation in research and educational activities, institutional  
2553 citizenship, professional service, and patient care activities of the USU academic program. Faculty  
2554 providing clinical services are concurrently responsible to the USU affiliated uniformed Medical  
2555 Departments and Medical or Research Center/Activity Commanders for such activities performed in  
2556 facilities under their supervision.

2557

2558 2. Non-billeted faculty members are responsible for their SOM-related activities to the SOM  
2559 Department Chairs and the Dean.

2560

2561 3. All duly appointed faculty and academic staff members, regardless of their specific academic  
2562 ranks, will be expected to participate in the USU and SOM academic activities.

2563

2564 4. Each year faculty and academic staff members are required to report their appointment-related  
2565 activities to their Department Chair in a timely fashion to allow evaluation.

2566

2567 **E. Utilization.**

2568

2569 The material compiled in the annual reviews may be considered in the Department's preparation of  
2570 recommendations for tenure, promotion, and renewal of appointment decisions.

2571

2572

2573 Submitted by 

2574 Eric A. Elster, MD, FACS, FRCSEng (Hon.) CAPT, MC, USN (Ret)

2575 Dean, School of Medicine

2576

2577

2578 Approved by 

2579 Jonathan Woodson, MD, MSS, FACS

2580 President

2581

2582

2583

2584

Enclosures:

1. References.

5 February 2024

Date

2/20/2024

Date

## REFERENCES

- 2585  
2586  
2587 (a) USU Instruction 1100A, "F. Edward Hebert School of Medicine Policies for the Academic  
2588 Administration of the Faculty," dated August 19, 2021 (hereby canceled).  
2589  
2590 (b) USU Instruction 1100, "Appointments, Promotion, and Tenure of Faculty and Academic Staff,"  
2591 dated January 9, 2020.  
2592  
2593 (c) USU Instruction 1107, "Recruitment and Nomination Procedures for Appointment, Promotion,  
2594 and Granting of Tenure for USU Faculty and Administratively Determined (AD) Administrators and  
2595 Academic Support Staff," dated July 29, 2019.  
2596  
2597 (d) USU Instruction 1410, "Civilian Leave Administration," dated September 17, 2009 or as  
2598 amended.  
2599  
2600 (e) DoDI 1400.25, Volume 431, DoD Performance Management and Appraisal Program, dated July  
2601 1, 2020.