

**SCHOOL OF MEDICINE
POLICIES, PROCEDURES AND GENERAL GUIDELINES
FOR PROMOTION AND TENURE**

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GUIDELINES FOR PROMOTION AND TENURE FOR PRIMARY FACULTY OF THE SCHOOL OF MEDICINE

I. PREAMBLE

The mission of the School of Medicine is the enhancement of human health through programs of excellence in education, research, health care and public service. The chief instrument for executing this responsibility is the Faculty of the School of Medicine. Their success depends in a significant way on a system that provides adequate recognition and rewards for work done in promoting the missions of the school.

It is the intent of the Faculty Council that these policies provide faculty and department chairs guidance for faculty development by defining the expectations for promotion at a given rank and the criteria for granting tenure. This policy was constructed to be deliberately broad in scope inasmuch as it is to be used throughout the entire School of Medicine, including each of its various departments and department-like administrative divisions. These policies are intended to be used by the Committee on Promotion and Tenure in making decisions regarding promotion to rank and the granting of indefinite tenure.

Because the faculty of the School of Medicine at OHSU participates in four major activities, teaching, research, patient care and service to the institution and to the public, these activities have been selected as the basis for recommendations of appointment at or promotion to a given rank. In evaluating an individual's performance in these areas of activity, the appropriate constituencies of the School of Medicine must attempt to apply these criteria in such a way as to take into consideration the different expectations which apply at each of the various levels of faculty rank. There are higher and more stringent expectations of associate professors and professors than is the case for assistant professors. The faculty must, through its representatives on the Committee on Promotion and Tenure, maintain high standards so that only outstanding individuals are promoted to the senior ranks of associate professor and professor.

The degree of excellence of a given individual's academic contributions often cannot be exactly defined. However, an evaluation of the degree of excellence of contribution is, in the last analysis, a professional judgment which can best be made initially, subject to later faculty review, by the members of the discipline itself. Teachers, basic or clinical medical scientists, specialist-clinicians, and academic administrators can and do accurately judge the quality of an individual's academic achievement. Increasingly higher levels of excellence within the four areas of activity listed above are the basis for judgments at these levels of review as one moves from one academic rank to the next higher rank. Increasing achievement is conferred by the growth of the candidate(s) reputation both locally and nationally. For example, recognized esteem speaks to the person(s) leadership in his or her field of professional activity, the importance of his or her work and the continuing achievements of his or her former students.

II. ROLES AND RESPONSIBILITIES FOR APPOINTMENTS, PROMOTIONS AND TENURE STATUS

- A. Under the Administrative Rules of Oregon Health & Science University, the President or Provost of the Oregon Health & Science University is responsible for the appointment, promotion and tenure status of all staff members having academic rank.

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- B. Recommendation to the President or Provost of specific appointments, promotion and tenure status of faculty to the School of Medicine is the responsibility of the Dean of the School of Medicine.
- C. The chair of a department has the primary responsibility for initiating and supporting the nomination for appointment, promotion and tenure status of faculty in his or her department to the Dean of the School of Medicine. The chair is ultimately responsible for assembling and submitting the records necessary for appointment, promotion and tenure review.
- D. The Promotion and Tenure Committee of the School of Medicine has the responsibility of reviewing and advising the Dean of the School of Medicine on the appointment and promotion to the rank Associate Professor and Professor and indefinite tenure nominations made by Departmental Chairs. This committee is charged by the Faculty Council of the School of Medicine. Its members are appointed by the Dean from nominations made by the Committee on Committees of the School of Medicine. A medical student and a graduate student are appointed to this Promotion and Tenure Committee as non-voting members.
- E. Departments shall have departmental promotion and tenure committees to advise the chair on nominations for appointment, promotion and indefinite tenure. The departmental promotion and tenure committee should be organized and function in accordance with policies and procedures developed by the faculty and chair of the department using the SOM Guidelines for Promotion and Tenure as a standard.

Each departmental committee shall consist of at least five members who will advise the chair on the candidate's qualification for promotion and/or tenure. In the basic science departments a minimum of two members shall come from outside the department.

1. In basic science departments, the initiation of evaluation for indefinite tenure shall come from the faculty or the Chair. The departmental tenure review committee shall be constituted of only tenured members from the department or other basic science departments, or equivalent rank if from another institution, for example the Veteran's Administration Hospital, or the Vollum Institute for Advanced Biomedical Research.

Departmental committees shall evaluate the academic performance and productivity of all Assistant Professors annually and of all Associate and Full Professors at least every three years. These committees shall suggest to the Chair, when applicable, readiness for advancement in faculty rank or award of tenure (see Section VII. for transfer from fixed term to tenure track appointments), or for tenured Professors to determine continued academic productivity.

In preparation for the annual review, the faculty member shall document accomplishments, time spent on various activities, goals for the coming year, resources available to accomplish these goals, and percentage of salary derived from various sources. The committee shall review these documents, compare them to the written

academic job description, and prepare a short narrative summary including an assessment of the faculty member's academic progress and any recommendations for improved performance. The result of such review shall be transmitted to the Chair of the Department. The written summary will be shared with the faculty member by the Department Chair or Chair=s designee. The documents prepared by the faculty member and the summary prepared by the committee will become a part of the faculty member=s personnel file, along with any comments made by the Chair or faculty member.

- F. The faculty person being considered for promotion or indefinite tenure has the responsibility for presenting his or her record of accomplishments in the best possible light and the right to verify the accuracy and completeness of material used for the review of his or her promotion and change of tenure status.
- G. Recommendations for promotion and/or indefinite tenure must follow Affirmative Action Guidelines.

III. PROCEDURES AND PROCESS

- A. Each individual who is to be considered for an appointment, promotion or change in tenure status is expected to provide an up-to-date curriculum vitae which includes all of the categories of information relevant to the Promotion and Tenure decisions. The faculty member will provide a written statement of personal contributions and development in his/her current rank that will present the rationale for either promotion and/or change in tenure status.
- B. The departmental chair should have assembled a dossier consisting of but not necessarily limited to the items listed below for each nomination for promotion or change in tenure status. This information will be used in evaluating the candidate's qualification by the chair, the departmental faculty advising the chair, the Promotion and Tenure Committee of the School of Medicine and the Dean of the School of Medicine.
 - 1. An up-to-date curriculum vitae.
 - 2. A written statement of personal contributions and development in the current academic rank prepared by the faculty member defining the rationale for either promotion and/or change in tenure rank.
 - 3. A job description and statement of distribution of time and effort.
 - 4. Copies or a summary of the candidate's annual reviews.
 - 5. Documentation of teaching activity and effectiveness including:
 - a. Teaching schedule and load.
 - b. Work on course or curriculum development.
 - c. Teaching innovations developed or research related to teaching.
 - d. Participation in faculty development or teaching improvement.
 - e. Evaluations of teaching performance by trainees, peers, and supervisors.

6. Letters of Evaluation

- a. The chair should supply a letter of evaluation for each candidate which at least should summarize the candidate's qualifications for the appointment, promotion or change in tenure status for which the individual is being nominated.
- b. In addition to the letter from the departmental chair, the following number of letters at a minimum is required for:
 - (1) Assistant Professor - two letters of evaluation from within or outside University.
 - (2) Associate Professor - five letters of evaluation of which at least three should be from individuals at other institutions.
 - (3) Professor and/or Indefinite Tenure - In all departments, the departmental tenure review committee shall solicit sufficient letters of recommendation, to receive at least seven, with no more than two of these from referees identified by the candidate. At least five of the letters of recommendation shall come from reviewers not associated with the Oregon Health & Science University. In addition to evaluation for excellence in research, service and teaching, the Departmental Committee shall ask reviewers to evaluate the candidate with regard to whether the candidate would meet criteria for promotion or indefinite tenure at the reviewer's institution.
 - (4) Joint Faculty Appointment - in addition to letters identified above for the rank under consideration, letters from the chairs of all the departments in which the candidate has academic appointments may be supplied which state whether or not the nomination for promotion or change in tenure applies to their department.
 - (5) Evaluation and advice from the departmental promotion and tenure committee to the chair on each nomination for appointment, promotion or change in tenure status should be provided regardless of the nature of the advice.

C. The Promotion and Tenure Committee of the School of Medicine will obtain the dossier for each candidate nominated for appointment, promotion or indefinite tenure from the Dean's Office. This dossier along with any other information and communications which the committee has had with the Dean and/or the candidate's departmental chair will be used to evaluate whether or not the candidate's qualifications meet the criteria for the change in status which is being proposed. The advice of the Promotion and Tenure Committee for action in each candidate will be transmitted in writing to the Dean of the School of Medicine.

D. The Dean has the prerogative of recommending and the President or Provost has the authority of awarding or not awarding promotion and indefinite tenure in conformity with

or contrary to the advice of the School of Medicine Promotion and Tenure Committee. In general, the Dean will notify the Committee of decisions contrary to its advice and will state the reasons for the decision.

- E. Advice and counsel should be provided to the chair by the Dean and to the candidate by his or her chair when the nomination for appointment, promotion or indefinite tenure is judged not to meet the necessary criteria for change in status.

In cases where suggestions for promotion or award of tenure of a regularly reviewed candidate are declined by the departmental committee, the chair of that department, or the School of Medicine's Promotion and Tenure Committee, the candidate can appeal to:

1. The chair of the department, in cases where the nomination for promotion or award of tenure was declined by the departmental promotion and tenure committee.
2. The Dean, in cases where the chair of the department declined to support the nomination for promotion or award of tenure.

- F. Suggested Promotion and Tenure Calendar. The following calendar is suggested as final dates for steps required in the nomination of candidate, assembly of documents and action on promotion and tenure. The process may and should be accelerated whenever possible.

** SEPT – OCT..... Identification of candidates for promotion and indefinite tenure and initiation of departmental review of each candidate.

** DEC 15 Complete departmental evaluations of each candidate. Material should be inventoried and missing documents identified and added. Follow-up letters should be added as necessary.

** JAN 10..... Final date for submission of material to School of Medicine Dean's Office.

** APRIL 30 Final deadline for advice from the School of Medicine Promotion and Tenure Committee to Dean on all promotion and indefinite tenure nominations.

** MAY 15 Final deadline for Dean to recommend all promotion and indefinite tenure changes to President or Provost for next fiscal year.

- G. The details of promotion and of tenuring are privileged information in every instance, restricted to those directly involved, but are also subject to the Freedom of Information Act. The process is subject to appeal by the candidate. Appeals should be directed to the Dean of the School of Medicine.

- H. Fast track review may be done for those candidates who are being newly appointed to the faculty of the School of Medicine at the same rank as they currently hold at their former academic institution. The following documentation is necessary for this fast track review:

- Current curriculum vitae

- Letter of support from the department chair
- Letter of support from the departmental promotion and tenure committee
- Three letters of support from outside sources, preferably not the former institution or OHSU

IV. GUIDELINES FOR APPOINTMENT AND PROMOTION TO ACADEMIC RANKS

A. General Considerations

In order for a faculty member to be promoted, proof of his/her creativity and productivity must be established. The initial step in this process will be for a candidate to define the rationale for either promotion and/or award of indefinite tenure by providing a written statement of personal contributions and development in the previous academic rank.

In establishing the criteria for promotion, the terms satisfactory, substantial, and outstanding are used. These terms are defined below. Quality, quantity and continuity of work consistent with the allocation of percent effort will be taken into consideration for all categories. These terms are applied across the three main categories of academic achievement, scholarship, teaching and service. Regardless of distribution of effort, contributions to all three of these categories are required for promotion to the senior ranks of Associate Professor and Professor as detailed in Section V.

The definition of scholarly activities has been broadened for clinical faculty to include scholarly activities related to teaching and clinical service. For all faculty, clinical and translational research activities are valued, and the importance of contributions in the form of team-based investigation are recognized. Therefore, the definition of scholarly activities includes interdisciplinary collaborative research, with scholarly activities such as being co-author of scientific publications, and serving as co-investigator on grants. In addition, the definition of service has been expanded for clinical faculty to include progressive clinical responsibilities. Examples of criteria in these areas are to be found in the Appendix.

1. Satisfactory Achievement

- a. With regard to Scholarship, candidates must provide examples of the products of their creativity. Candidates must have published original publications in peer reviewed journals of high quality and/or have produced other original work of a theoretical or applied nature. Inventions, documented advances in biotechnology, clinical innovations are examples of non-traditional evidence of productivity that can be used for promotion. Evidence of contributions to a field will be an important consideration.
- b. With regard to Teaching, candidates must be recognized as effective teachers of medical students, graduate students, residents, nursing students or other student populations whose education is the responsibility of faculty of the School of Medicine. Teaching effectiveness shall be documented by evaluation of peers, students and other groups who have knowledge of the candidates' teaching capabilities. Teaching awards, program management and exceptional degree of

effort will be taken into consideration.

- c. With regard to Service, the candidates must provide written documentation concerning quantitative and qualitative assessment of their participation in clinical work. Non-clinical service on medical school or university committees, committees of scientific societies, etc. can be used as a service requirement. Special administrative services, special service to the community or the state shall be recognized.

2. Substantial Achievement

- a. With regard to Scholarship, a level of scholarly activity that exceeds the level mentioned for the category, Satisfactory, will be required. Criteria that may be used to assess substantial achievement may be appointments to editorial boards of scientific journals, memberships on NIH Study Sections, invitations to present work at workshops or symposia or other evidence of recognition of his/her scholarly activities. Evidence of substantial contributions to a field will be an important consideration for promotion. Documentation shall include copies of significant publications and evaluations of the candidate's scholarly activities by letters of reference by experts in the field from outside the university. To facilitate objectivity, a balance shall be maintained by requesting letters of reference from persons with and without personal knowledge of the candidate.
- b. With regard to Teaching, candidates must be recognized as effective teachers of medical students, graduate students, residents, nursing students or other student populations whose education is the responsibility of the faculty of the School of Medicine. Documentation of teaching effectiveness shall be demonstrated by evaluation of peers, students or other groups who have knowledge of the candidates' teaching capabilities. At this stage of development, the candidate should demonstrate more mature teaching skills and assume greater responsibility for course administration. Teaching awards, program management, and exceptional degree of effort will be taken into consideration.
- c. With regard to Service, the candidates must provide written documentation about a level of clinical work or service to the medical school and the scientific community that exceeds that required for the category, Satisfactory. Special administrative service, service to the community or the state shall be recognized.

3. Outstanding Achievement

a. Scholarship

In order for a person to be considered outstanding, he/she must achieve a level of scholarship that is recognized at a national or international level. Documentation of this fact shall be made by letters of reference from experts in the field, and by ability of the candidates to sustain independent funding for their research program, appointment to prestigious committees of scientific societies, the NIH, National Science Foundation, The Veterans Administration etc. Written documentation of these facts must be presented to the Promotion and Tenure

Committee. Evidence of outstanding contributions to a field will be an important consideration.

b. Teaching

Outstanding achievement in teaching implies a mature teacher with all the qualifications described for the category, Substantial. At this level the candidates should be able and willing to assume major leadership responsibility for departmental and interdisciplinary courses taught to medical students, graduate students, residents, nursing students and other student populations whose education is the responsibility of the faculty of the School of Medicine. Teaching effectiveness shall be documented by evaluation of peers, students and other groups who have knowledge of the candidates' teaching capabilities. Teaching awards, program management and exceptional degree of effort will be taken into consideration.

Outstanding achievements in teaching will not be limited to classroom performance but can include innovation in curriculum development, student counseling and guidance, promotion of graduate programs and other efforts on the part of the faculty to promote scholarship among our students.

c. Service

Faculty shall be considered outstanding if they are willing and capable of assuming major responsibilities for clinical work, serve on and/or chair medical school committees and assume other duties that require responsible, dedicated leadership. At this stage of development, the candidates should be well recognized both within and outside the boundaries of the university as a teacher, scientist and/or clinician.

V. CRITERIA FOR APPOINTMENT TO OR PROMOTION TO ACADEMIC RANK

A. Instructor

Appointment to the level of Instructor is used for persons having minimal experience in instruction at the college or university level, experience in research and service to the institution and to the public. A person appointed to this academic rank shall have adequate professional preparation and the potential to function appropriately in the assigned responsibilities. Persons appointed at this rank will usually have an academic degree at the baccalaureate or higher level and/or specialized professional training.

B. Senior Instructor

This rank may be used for the appointment or promotion of staff members who have special skills or experience needed in the instructional programs of the institution but who would not normally meet the criteria to be promoted to any of the higher ranks. Persons appointed or promoted to this rank will usually have a baccalaureate or higher academic

degrees and/or specialized professional training. However, in contrast to the rank of Instructor, persons appointed to the academic rank of Senior Instructor will have demonstrated competence in performing the assigned duties which are usually related to instruction.

C. Assistant Professor

This rank is appropriate for persons who have completed both a doctorate in medicine or basic science (M.D., Ph.D., D.V.M., etc) and postdoctoral training. Persons who do not hold these academic degrees or have this training may be appointed or promoted to this rank after demonstrated competence in research, teaching, patient care or administration or combinations of these activities. A potential for academic accomplishment should be evident. Eligibility for specialty board certification, where appropriate, is expected.

D. Associate Professor

This rank is a senior faculty rank requiring evidence of substantial accomplishment beyond the training and qualifications required for appointment to the Assistant Professor rank. Those who aspire to this rank must have a satisfactory record of accomplishment in all of the following categories: teaching, scholarship and service and a substantial record in at least one of these categories.

E. Professor

The rank of Professor is the highest academic rank. It is reserved for appointment or promotion of persons who show clear evidence of a high level of professional accomplishment. Those who aspire to this rank must have a substantial record of accomplishment in at least two of the following categories: teaching, scholarship or service and an outstanding record in the third. Faculty members at or appointed to this rank should have achieved national or international recognition as academicians.

VI. CRITERIA FOR INDEFINITE TENURE

Administrative rules mandate that consideration of Indefinite Tenure be made no later than the ninth consecutive year on a full-time Tenure Track appointment. Individuals who have had part-time tenure track appointments of less than 1.0 FTE but at least 0.5 FTE also must be considered for indefinite tenure before their accumulated FTE exceeds nine years. Candidates will be notified that they are being considered for promotion and/or indefinite tenure and asked to submit the appropriate C.V. and to suggest appropriate reference sources. Letters of evaluation should be requested as soon as candidates are identified.

Some faculty require a longer "start-up" time due to insufficient initial funding, a hiatus in funding or a need for time off. Examples of the latter could include a leave of absence for child care, illness, or pregnancy. The intent of this policy is to provide fair treatment to high quality people who have valid reasons for delays in career development. The intent is not to force departments to retain, and eventually promote, faculty who are not judged as satisfactory for appointment to Indefinite Tenure.

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Indefinite Tenure can only be granted to an individual for whom permanent funding is available to cover the total amount of the tenured salary stated on the notice of appointment. Permanent funding is defined as State of Oregon general fund dollars, 1/4 of the yearly MEIF dollars, 1/2 of tuition dollars, and endowment income from endowed chairs.

Beginning July 1, 1997, all new tenured faculty not covered by previous agreements will have a fixed dollar tenure guarantee determined by the Dean after Faculty Council review. Adjustments may be made by the Dean every three years.

A. Indefinite Tenure - Basic Science Faculty

The recommendation for award of Indefinite Tenure for basic science faculty requires a documented record of continuous productivity, achieving a level of:

1. Outstanding accomplishments in scholarly activity, substantial in teaching, and at least satisfactory in service, or for an occasional individual, outstanding accomplishments in teaching, substantial in scholarly activity, and at least satisfactory in service. Requiring candidates to achieve an outstanding level of performance in scholarly activities is essential to establish and maintain an outstanding basic science faculty.

B. Indefinite Tenure - Clinical Science Faculty

The recommendation for award of Indefinite Tenure for clinical faculty requires a documented record of continuous productivity, achieving a level of outstanding accomplishment in one of the 3 categories (scholarly activity, teaching and/or service), substantial in another and at least satisfactory in the third.

VII. FAILURE TO ACHIEVE THE AWARD OF INDEFINITE TENURE

If indefinite tenure is not awarded, faculty members may be continued on a fixed term basis. This does not preclude further consideration of indefinite tenure in the future.

VIII. TRANSFER FROM FIXED-TERM APPOINTMENT TO TENURE TRACK APPOINTMENT

- A. It is implicit in the designation "fixed-term appointment" that funding of a position cannot be guaranteed beyond a certain time period. Therefore, fixed-term appointment notices should clearly state that conversion from fixed-term to tenure track appointment is not an automatic right.
- B. Recommendations for change from fixed-term to tenure track appointment shall be the responsibility of the department chair, and the process shall only be initiated by him/her when funds for all tenure and tenure track appointments are available.

C. The chair shall request the departmental appointment, promotion and tenure committee to
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review the nominee's dossier and present their recommendations to the chair.

- D. The chair shall then (a) recommend change in appointment status to the Dean, or (b) terminate the procedure after discussing the situation with the faculty member in question.
- E. The faculty member may appeal the chair's decision to the Dean.
- F. At any time faculty members who are not recommended for change from fixed-term to tenure track appointment may discuss their situation with the departmental chair. After discussion with the chair, the faculty member may choose to discuss the situation with the Dean or designee.
- G. To assure that affirmative action guidelines have been followed, each recommendation made by the chair to the Dean for change from

fixed-term to tenure track appointment is to be documented and accompanied by information justifying the selection of one individual from among other fixed-term appointees of the same rank in the department.

IX. JOINT APPOINTMENTS

Joint appointments at the same academic rank as a primary appointment can be approved by the Dean without Promotion and Tenure Committee review. Generally, the promotion of joint appointments cannot precede appointment to a given academic rank by a primary department. If the situation arises that the department granting the joint appointment is willing to recommend advancement ahead of the primary department, the Dean will take this request under consideration and determine if advancement should be recommended by just the joint department, in which case the recommendation will be forwarded to the School of Medicine's Promotion and Tenure Committee. It is anticipated that this will be an extremely rare event. Joint appointments should not be viewed as permanent. They should be subject to periodic review at least every five years by the joint appointment department to determine if the basis for the appointment still exists.

X. APPOINTMENT TO ENDOWED PROFESSORSHIPS AND CHAIRS

- A. Endowed professorships and chairs are honorary titles backed by specific endowments maintained by the Oregon Health & Science University Foundation, the Doernbecher Foundation or any similarly situated Foundation which maintains and manages endowments.
 - 1. The fund amounts necessary to support endowed professorships or chairs are defined by the President of OHSU.
- B. Only faculty at the associate professor or professor ranks are eligible for appointment to an endowed professorship or chair.
- C. Appointment to endowed professorships or chairs shall be made by the Dean of the School of Medicine upon the recommendation of the relevant department chairs.

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1. Appointments to endowed professorships or endowed chairs that support department chair positions shall be limited to the length of time that the department chair serves in that capacity.
2. Appointments of faculty to endowed professorships or chairs shall be limited to terms of seven years in duration. An individual may be reappointed for additional terms following a review of the individual's performance agreed upon by the department chair and the dean and accomplished during the seventh year of appointment.
3. If an individual is not reappointed to an endowed professorship or chair he/she will retain all the rights and privileges associated with his/her academic rank and tenure status.

XI. OTHER FACULTY TITLES

Primary Faculty

"Research"

This designation as a prefix to academic rank is used for faculty who are engaged in research activities and who receive their support from grants, contracts or gifts. This is a non-tenured position. Promotion in the research series at the various academic ranks is dependent upon substantial, or outstanding achievement in scholarship (See Sections IV and V of this document). To wit, research associate professor requires substantial achievement in scholarship, while research professor requires outstanding achievement in scholarship.

"Clinical"

This designation as a prefix to academic rank is used for faculty who are engaged primarily in clinical and educational activities, and who have elected to pursue the clinician-educator series. This is a non-tenured position. To be eligible for this series, faculty must possess an advanced degree (e.g MD, PhD, DO) and present evidence of a major role in the OHSU clinical enterprise. Faculty can only change between the traditional and the clinician-educator series once, and that change can only occur at the time of promotion in rank. Promotion in the clinician-educator series at various ranks is dependent upon satisfactory, substantial or outstanding achievement in service and teaching (See Sections IV and V of this document). To wit, clinical associate professor requires one substantial and one satisfactory achievement in either service or teaching, resp., while clinical professor requires one outstanding and one substantial achievement in either service or teaching, resp.

"Community-Based Primary Faculty:"

Community-Based Primary Faculty: A limited number of community-based faculty are directly and sufficiently involved in medical student, physician assistant (PA) and/or resident education and related scholarly activities to be appointed to the Primary Faculty of the School of Medicine. Furthermore, medical school accreditation standards require written and signed agreements with clinical affiliates in the community that specify the role of the medical school in appointment and assignment of the faculty from clinical affiliates with responsibility for medical student teaching.

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Accordingly, community-based faculty with substantial teaching responsibilities in the medical school may be appointed to the Primary Faculty in accordance with the following guidelines.

1. Community-based faculty appointed to the primary faculty track are subject to all of the Promotion and Tenure policies of the Primary Faculty in the School of Medicine with the following provisions.
2. Appointment of community-based faculty to the primary faculty track must be non-tenure, fixed term appointments
3. Appointment of community-based faculty to the primary faculty track must be initiated by a letter of nomination from the academic chair of an accredited, community-based residency program to the corresponding OHSU SOM Department Chair. Alternatively, if the nominee is an appointee of an OHSU SOM department (e.g. Director of General Surgery Residency at a community hospital without a fully designated community based department) or is a physician practicing in the community, who actively teaches SOM students and/or residents, the initiating letter must come from the OHSU SOM Department Chair. Nomination letters must include a review of academic credentials and current and ongoing interaction with OHSU SOM medical students, PA students, residents, and/or fellows. Nominations are evaluated by the appropriate Department Chair and recommendations for appointment forwarded to the Dean for approval. Appointments at the rank of Assistant Professor are made by the Dean upon the recommendation of the appropriate Department Chair, while appointments at the rank of Associate Professor or Professor are made by the Dean based upon the recommendation of the SOM Promotion and Tenure Committee.
4. Appointment of community-based faculty to the primary faculty track must be mediated by a specific written agreement prepared by the appropriate Department Chair and approved by the Dean. These agreements must, at a minimum, specify teaching responsibilities and expectations as well as additional scholarly and service activities as deemed appropriate for the faculty candidate.
5. Appointment of community-based faculty must be reviewed annually with documentation by the appropriate Department Chair to assure that the appointment continues to be relevant and that expectations are being met.
6. If the circumstances specified in the appointment agreement change, then community-based faculty may be appointed to the Affiliate or Adjunct track, which are non-primary SOM faculty appointments, at the direction of the appropriate Department Chair and with the approval of the Dean.
7. Appointment of community-based faculty to the Primary, Clinical or Adjunct faculty in the SOM may be terminated by the Department Chair with the approval of the Dean.
8. Substantial teaching activity is characterized as follows:
 - Dedicating on an annual basis an average of 10-15 hours/week to the various aspects of the medical student, PA student and/or resident teaching programs.
 - Providing teaching and supervision of medical students, PA students and/or

residents according to expectations established by the medical, PA or residency program curricula.

- Assisting in the evaluation of performance of medical student, PA students and/or residents.

Non-Primary Faculty

"Adjunct"

The prefix of "adjunct" to academic rank is used when the faculty person is in a situation whereby consideration for promotion cannot be made by the usual standards of the primary faculty. Typically, this may occur when--

- (1) the faculty person is paid and is less than 0.5 FTE, or
- (2) the faculty person is a full-time employee of an affiliate institution and the usual standards for promotion are not appropriate.
- (3) the faculty person is employed by a non-School of Medicine OHSU program and does not meet the criteria for a primary faculty appointment.

"Affiliate"

The prefix of "affiliate" to academic rank is used to denote a volunteer faculty member. Individuals who volunteer their services to teach will have appointments in this category. Each department will set its own requirements for faculty appointment and promotion in this category.

"Lecturer"

This designation may be used for volunteer faculty. It is used without professorial ranking.

"Provisional"

The suffix of "provisional" to academic rank is used when the faculty person is awaiting review and approval of appointment to a professorial rank by the School of Medicine Promotion and Tenure Committee (ex.: Associate Professor, Provisional or Professor, Provisional)

"Visiting"

The prefix of "visiting" to academic rank is used for individuals who are temporarily appointed to the faculty and on leave from another university or college. This appointment is made without continuing financial commitment from the School of Medicine.

APPENDIX: EXPANDED DEFINITION OF SCHOLARLY ACTIVITIES AND SERVICE FOR FACULTY WHO ENGAGE IN CLINICAL ACTIVITIES:

A. The definition of scholarly activity for determining promotion and tenure for faculty who engage in clinical activities is broadened to include scholarly activities related to teaching and service as exemplified by the following:

1. The scholarship of clinical activity includes but is not limited to:

- a. Participation in multi-center collaborative studies. The specific nature of the participation

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should be documented. Importance is placed on an individual's involvement in the development, analysis and publication of results.

- b. Clinical case reports of medical conditions and treatments.
 - c. Presentations to peers of novel synthesis of knowledge or new techniques and/or procedures related to clinical activities. Progression of such activities from local and state meetings to regional, national and international levels define levels of satisfactory, substantial and outstanding accomplishment.
 - d. Editorial Board membership and journal reviewer with documented levels of activity for each journal, each year.
 - e. Participation in national credentialing activities.
2. The scholarship of teaching includes but is not limited to:
- a. Introduction of novel techniques and technologies for teaching and for the evaluation of learning.
 - b. Writing of textbooks, chapter, monographs, reviews and other specific materials (audio and/or videotapes) which transmit knowledge and can be reviewed by peers.
 - c. Significant roles in the development, implementation and evaluation of model curriculum.
- B. The definition of service for determining promotion and tenure of faculty who engage in clinical activities is broadened to include progressive responsibilities and excellence in clinical activities including but are not limited to:
1. Administration of clinical programs.
 2. Development of a new clinical service.
 3. Local, state and national recognition for clinical excellence.
 4. Clinical care awards.
 5. Patient satisfaction surveys.
 6. Written evaluation by students, residents, and fellows.

Further delineation of clinical competence would include documentation of clinical skills, medical knowledge, clinical judgment, use of diagnostic tests and therapeutic modalities, humanistic qualities and interpersonal skills, professional behavior and attitudes, effectiveness as a consultant and overall clinical competence. The methods used to obtain the above documentation should be explicit and made available for review. Methods which are found to have reliability and validity can be made available to all departments.