

NEW JERSEY MEDICAL SCHOOL

GUIDELINES AND PROCEDURES FOR
FACULTY APPOINTMENT AND PROMOTION

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Introduction

This document describes the procedures and suggested criteria for review of faculty achievement utilized in appointment to the faculty of New Jersey Medical School and in promotion and awarding of tenure in accordance with the bylaws of New Jersey Medical School (NJMS) and the University of Medicine and Dentistry of New Jersey (UMDNJ).

The goals and objectives of New Jersey Medical School and individual faculty members are not static. Therefore, specification of a universally applicable set of detailed or temporally unbounded evaluation criteria is neither desirable nor feasible. Establishing a general set of faculty achievement expectations, consistent with the long range goals and objectives of New Jersey Medical School, is both desirable and feasible.

This document provides general guidelines for faculty achievement. Since the nature of scholarly activities requires both flexibility and freedom, a single stereotype of effective faculty achievement expectations is undesirable. The approach is to provide a general set of guidelines and emphasize examples of indicators of excellence and effectiveness. Due to the great variety of contributions to our overall goals of attainment of excellence and national prominence, faculty achievement expectations must be individualized at a departmental and, occasionally, at a divisional level. However, certain fundamental principles must be considered for all appointments and promotions, with special emphasis for decisions regarding tenure. These principles include:

- 1-professional integrity and trust
- 2-intellectual honesty and responsibility
- 3-academic collegiality

The department chair has the greatest opportunity to assess the total achievement of a member of his or her department. For this reason, the recommendations of the chair become a major (but not the only) factor in the assessment process. Various combinations of indicators from each category are appropriate to measure faculty achievement.

I. Faculty Titles

The training needed for appointment to the Faculty of New Jersey Medical School (except for the titles of Lecturer or Associate) is that for the M.D., D.O. or Ph.D. degree (or their equivalent), plus the potential of contributing to the academic programs and/or, in the case of clinical department members, further specialized training or clinical expertise. The individual must have regularly assigned academic duties and fulfill the qualifications of the rank given. Consideration of those not meeting the minimum eligibility requirements will be made by FCAP only upon the department chair recommendation to the Dean, and the Dean's endorsement of this proposal as a legitimate exception.

II. Full Academic Rank

A full-time faculty member is an individual who has agreed to abide by all the rules and regulations of New Jersey Medical School and whose professional career is fully dedicated to the instructional, research, health care or service missions of New Jersey Medical School. (FROM NJMS BYLAWS ARTICLE IV Title A SECTION 1.3)

Full-time faculty

- 1) derive all professional income (exclusive of royalties, honoraria for lectures, per diem payments for services to granting agencies and similar items) from New Jersey Medical School or one of its affiliated institutions, including University Physicians Associates (UPA) of New Jersey.
- 2) have regularly assigned academic duties, and
- 3) have completed all academic training required for appointment.

The full-time rank must reflect current and continued responsibilities of a full-time faculty member. It should be adjusted to a qualified rank promptly whenever circumstances of service change. Full-time faculty are eligible and should receive appointment to full academic rank.

All faculty with full academic rank shall participate in educational, research, service and/or patient care activities according to their abilities and the needs of New Jersey Medical School. All shall demonstrate the ability to carry out their responsibilities at a level of proficiency appropriate to their rank . (FROM NJMS BYLAWS ARTICLE IV Title C SECTION 1.1)

Faculty may be appointed and promoted to full academic ranks on tenure or non-tenure tracks. (FROM NJMS BYLAWS ARTICLE IV Title A SECTION 1.1)

A. Tenure Track Titles

The tenure track titles of **Assistant Professor**
Associate Professor
Professor

may be given to faculty who are full-time at UMDNJ-New Jersey Medical School, as defined above in the preamble to Section II. Persons in this category who achieve the rank of Associate Professor or Professor are eligible for tenure at UMDNJ-New Jersey Medical School.

1. Assistant Professor

To be eligible for consideration for appointment or promotion to the rank of Assistant Professor, an individual shall have completed at least two years post-doctoral training, and shall have met the qualifications for the rank of Instructor. For an M.D. (or equivalent) in a clinical department, the candidate may be board certified, or possess significant other qualifications.

2. Associate Professor

To be appointed or promoted to the rank of Associate Professor, an individual shall have met all the qualifications for Assistant Professor and normally should have held the rank of Assistant Professor for a minimum of four years at UMDNJ or another accredited academic institution of higher education. It must not be assumed that the rank of Associate Professor will come with time.

Appointment or promotion to the rank of Associate Professor requires sustained accomplishment in education, contributions to knowledge, service and, if applicable, clinical activities beyond those required for the rank of Assistant Professor. Associate Professor is a prestigious rank which reflects substantial accomplishment and is awarded upon demonstration of achievement that can be judged fairly and on a national rather than an intramural basis. It implies a high level of continuous achievement.

Appointment or promotion to the rank of Associate Professor may be made with or without tenure. If appointment to the rank of Associate Professor is made without tenure, consideration for tenure shall be reviewed by FCAP. The basis of approval of tenure by FCAP shall be evidence of continued growth, contributions and achievements in the chosen field of the candidate, consistent with his/her rank.

For coterminous faculty based at affiliated institutions, the candidate should have achieved at least regional recognition in research, scholarship and/or medical education. To attain the rank of Associate Professor in a Clinical Department, clinicians should be board certified in their specialty or sub-specialty.

3. Professor

Those demonstrating further achievement at a distinguished level will be recommended for promotion to Professor. The rank of Professor is not granted as a reward for length of service. Those holding this rank constitute the faculty having the primary responsibility for setting the standards of excellence for education, scholarship, service and/or clinical practice for the School.

In addition to the requirements for Associate Professor, for consideration for appointment or promotion to the rank of Professor, an individual should possess academic stature that is recognized

by colleagues within the Department, in the School and the University, and on an international level. His/Her professional activities should show increasing maturity and scholarship. Completion of a minimum period of four years in rank as an Associate Professor is normally required for an individual to be considered for promotion to the rank of Professor.

Appointment or promotion to the rank of Professor may be made with or without tenure. If appointment to the rank of Professor is made without tenure, consideration for tenure shall be reviewed by FCAP. The basis of approval of tenure by FCAP shall be evidence of continued growth, contributions and achievements in the chosen field of the candidate, consistent with his/her rank.

B. Tenure - Eligibility and Criteria

Tenure is defined as continuous academic employment until retirement as long as the duties of the position are performed effectively, absent financial exigency or cause. Only the full academic rank of Associate Professor or Professor may carry tenure. Tenured appointments shall continue until terminated in accordance with the rules set forth in the NJMS and UMDNJ Bylaws. The probationary period for tenured academic rank shall not ordinarily exceed ten (10) years following appointment or promotion to the rank of Assistant Professor, including within that period full time service in comparable institutions of higher education at the rank of Assistant Professor or above.

Tenure may be granted when merited, upon or at any time following appointment or promotion to the rank of Associate Professor or Professor. Tenure shall ordinarily be conferred when a candidate has demonstrated independence and focus in education, research and/or scholarship. The education, research and/or scholarship should be of high caliber. This is a prestigious status which reflects substantial accomplishments and is given upon demonstration of achievement that can be judged fairly and on a national rather than an intramural basis. It implies a high level of continuous achievement and recognition as being among the best in the field.

Tenure shall be conferred for achievements of the highest order, the greatest distinction in carrying out the responsibilities of the position and for unusual promise for continued achievements. Criteria for tenure shall include superior intellectual attainment and academic productivity in education and/or research. Faculty members eligible for tenure shall also be influential and able teachers and, if applicable, excellent clinicians. They shall have demonstrated a history of continued expansion of competence in their discipline over a significant period of time. Their accomplishments shall represent important contributions to the mission and reputation of the Department and the School, such that they are deserving of employment as faculty members until retirement (subject to the conditions set forth in the NJMS and UMDNJ Bylaws).

C. Definitions of and Requirements for Tenure Tracks:

1. Academic Investigator:

- a. Assistant Professor:** A doctoral degree (Ph.D., M.D., or equivalent) and two years of postdoctoral training, with a major commitment to independent investigation. The majority of the individual's time is allocated to research, with the remainder to teaching and/or service.
- b. Associate Professor:**
 - i. Achievement in research:** Independent and original investigation recognized by peers and by substantial external funding of investigator-initiated, hypothesis-oriented, nationally peer-reviewed research projects. Funding examples include but are not limited to NIH, AHA, ACS, NSF, DOD, CDC.
 - ii. Scholarship:** Publication, preferably as first or senior author, of original, substantive work in peer-reviewed journals.

- iii. **Reputation:** Leadership in local or regional scientific affairs. Emerging national reputation for research accomplishments supported by letters from external referees.
- iv. **Service:** Participation in service to the Department, the Medical School, the University and the profession, including committee work.

c. Associate Professor with the Award of Tenure:

i. Documented excellence in research, plus a second domain:

- 1. **Research:** Independent original research with recognition by peers and sustained external funding as principal investigator (examples include renewal of an NIH R01, second NIH R01 or the award of a project in a PPG, NSF, AHA, ACS).
- 2. **Education:** Excellence in training, teaching and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues.
- 3. **Service:** Leadership role in service to the Department, the Medical School, the University and the profession, including committee work.

ii. Scholarship: Sustained publication, preferably as first or senior author, of original, substantive work in peer-reviewed journals of high impact.

iii. Reputation: National and international recognition for research contributions supported by letters from external referees.

d. Professor:

i. Sustained excellence in research and education.

- 1. **Research:** National/international recognition by peers as a premier investigator, and continuation of original investigation as evidenced by sustained external funding.
- 2. **Education:** Directorship or development of major courses. Sustained excellence in training graduate students, postdoctoral fellows.

ii. Scholarship: Sustained publication of important, innovative and original studies; authorship/editorship of textbooks, monographs.

iii. Reputation: National and international recognition for research contributions supported by letters from external referees, service on study sections, editorial boards, named lectureships, leadership in professional societies and governing boards.

iv. Service: Leadership role in service to the Department, the Medical School, the University and the profession, including committee work.

2. Clinician Investigator:

a. Assistant Professor: A doctoral degree (Ph.D., M.D. or equivalent) with successful completion of a post graduate training program; ABMS (American Board of Medical Specialties) board certification or board eligibility or equivalent in a clinical discipline or the equivalent for non-M.D. specialties. A major commitment to research, plus allocation of time to teaching and/or clinical care is required.

b. Associate Professor: Board certification required or equivalent for non-M.D. specialties.

i. Documented excellence in research: Independent and original investigation recognized by scientific peers and by external funding of investigator-initiated hypothesis-oriented, nationally peer-reviewed research projects. Specific examples include NIH-K08, NIH-R01, AHA, ACS, NSF, CDC and DOD.

ii. Scholarship: Publication, preferable as first or senior author, of original, substantive work in peer reviewed journals.

- iii. **Reputation:** Local and regional recognition for research contributions supported by letters from internal and external referees.
- iv. **Service:** Participation in service to the Department, the Medical School, the University and the profession, including committee work.

c. Associate Professor with the Award of Tenure:

i. Documented excellence in research plus a second domain:

- 1. **Research:** Independent and original investigation recognized by scientific peers: as evidenced by sustained external funding of investigator-initiated, hypothesis-oriented, nationally peer-reviewed research projects as evidenced by an NIH-R01 or equivalent (AHA, ACS, NSF, etc.).
- 2. **Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.
- 3. **Education:** Excellence in training, teaching, and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, or colleagues; as evidenced by recognition through formal awards, peer review, local and regional invited lectures.
- 4. **Service:** Leadership role in service to the Department, the Medical School, the University and the profession, including committee work.

ii. Scholarship: Sustained publication, preferably as first or senior author, of substantive, original studies in peer-reviewed journals of high impact.

iii. Reputation: Emerging national reputation for research contributions as a physician scientist supported by letters from external referees. Service on study sections, editorial boards and national societies.

d. Professor:

i. Sustained excellence in research plus a second domain.

- 1. **Research:** Independent and original investigation recognized by scientific peers and sustained external funding of investigator-initiated, hypothesis-oriented, nationally peer-reviewed research projects (NIH, AHA, ACS, NSF, etc.).
- 2. **Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are nationally and/or regionally distinctive; programs that measurably improve patient outcomes.
- 3. **Education:** Evidence of continued excellence in training, teaching and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, or colleagues; by formal awards, national and regional invited lectures, and participation in symposia, professional society programs and CME courses.

ii. Scholarship: Sustained publication, preferably as first or senior author, of substantive, original studies in peer-reviewed journals. Authorship of textbooks and monographs.

iii. Reputation: National and international reputation as physician scientist recognized by study sections, editorial boards, named lectureships, professional societies and governing boards and letters from external referees.

iv. Service: Leadership role in service to the Department, the Medical School, the University and the profession, including committee work.

3. Clinician Educator/Academic Educator:

a. Assistant Professor: A doctoral degree (Ph.D., M.D., or equivalent) with successful completion of a postgraduate training program; ABMS board certification or equivalent (e.g., Royal College) or board eligibility in a clinical discipline or the equivalent for non-M.D. specialists; and a major commitment to teaching and clinical service. Time allocation: up to 80% devoted to patient care and/or medical education/teaching and at least 20% for scholarly activities, including research focused in the areas of medical education (M.D. or Ph.D.).

b. Associate Professor: (Board certification required for M.D.'s or equivalent.)

i. Documented excellence in one of the following domains:

- 1. Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.
- 2. Education:** Evidence of excellence in training, teaching and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues including as course coordinator or residency program director; as evidenced by recognition through formal awards, membership in the Master Educators' Guild, local and regional invited lectures, and participation in symposia, professional society programs and CME courses.
- 3. Research:** Original investigation recognized by scientific peers and evidenced by external funding, also educational research.

ii. Scholarship: Original studies (preferably as first or senior author), clinical observations, case series or reviews in peer-reviewed journals; textbooks/chapters; and teaching materials.

iii. Service: To the Department, the Medical School, the University and the profession, including committee work.

iv. Reputation: Local and regional reputation as an excellent clinician/consultant, clinical researcher or outstanding teacher supported by letters from internal and external referees.

c. Associate Professor with the Award of Tenure:

i. Documented excellence in two of the following domains:

- 1. Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.
- 2. Education:** Evidence of continued excellence in training, teaching and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues; as evidence by recognition through formal awards, membership in the Master Educators' Guild, local and regional invited lectures, and participation in symposia, professional society programs and CME courses.
- 3. Research:** Original investigation recognized by scientific peers and evidenced by external funding, also educational research.

ii. Scholarship: Publications, preferably as first or senior author of original studies, clinical observations or reviews in peer-reviewed journals; chapters; and development of teaching materials for curricula. Editorship of textbooks, monographs and curricula.

iii. Reputation: Emerging national reputation as an educator recognized as board examiner, editor, invited lecturer and supported by letters from internal and external referees.

iv. Service: Leadership role in service to the Department, the Medical School, the University and the profession, including committee work.

d. Professor:

i. Sustained excellence in two of the following domains:

- 1. Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.
- 2. Education:** Evidence of continued excellence in training, teaching, and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues; as evidenced by recognition through formal awards, the Master Educators' Guild, local and regional invited lectures, and participation in symposia, professional society programs and CME courses.
- 3. Research:** Original investigation recognized by scientific peers, external funding and collaborative, interdisciplinary science, and also educational research.

ii. Scholarship: Publication, preferable as first or senior author of original studies, clinical observations or reviews in peer-reviewed journals; chapters; and development of teaching materials for curricula; editorship of textbooks, monographs and curricula.

iii. Reputation: Distinctive national or international recognition as evidenced by invited society memberships, participation in major society committees and programs, formal awards and major invited lectures, and supported by letters from internal and external referees.

iv. Service: Leadership role in service to the Department, the Medical School, the University and the profession, including committee work.

D. Definitions and Requirements for Non-Tenure Tracks:

1. Clinical Faculty (Clinicians):

- a. Instructor:** For appointment to the rank of Instructor, an individual shall have demonstrated an appropriate mastery of the subject matter s/he is to teach by having completed formal training in his or her specialty (i.e., completion of residency training).
- b. Assistant Professor:** A doctoral degree (Ph.D., M.D., or equivalent) with successful completion of a postgraduate training program; ABMS board certification or equivalent (e.g. Royal College) or board eligibility in a clinical discipline or the equivalent for non-M.D. specialists; credentialed by the Medical Staff Office of University Hospital, if appropriate; and a major commitment to clinical teaching and clinical service. Time allocation: 100% clinical activity and/or medical education. Protected time for scholarly activity is not required.
- c. Associate Professor:** Board certification in primary specialty or discipline or the equivalent for non-MD or DO specialists. Four years of service at the rank of Assistant Professor at the UMDNJ or an equivalent institution. Sustained excellence in meeting the expectations of the position.

i. Documented excellence in one of the following domains:

- 1. Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.

2. **Education:** Evidence of excellence in training, teaching, and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues; as evidenced by recognition through the Master Educators' Guild, formal awards, local and regional invited lectures, participation in symposia, professional society programs and CME courses and national teaching award.
 3. **Service:** Excellence in service to the Department, the Medical School, the University and the profession, including committee work.
- ii. **Scholarship:** Scholarship in the individual's field and teaching should be documented. Scholarship may include, but is not limited to, original work, case reports, case series, educational materials, textbook authorship or editorship or substantial contribution in clinical research.
 - iii. **Reputation:** Regional reputation as an expert clinician, consultant and/or medical educator supported by letters from internal and external referees.
- d. Professor:** Board certified in primary specialty or discipline or the equivalent for non-MD or DO specialists. Four years of service at the rank of Associate Professor at New Jersey Medical School or an equivalent institution.
- i. **Sustained excellence in one of the following domains:**
 1. **Patient care:** Clinical skills, clinical innovations, clinical research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes.
 2. **Education:** Evidence of continued excellence in training, teaching, and advising of undergraduate, medical and graduate students, residents, clinical and postdoctoral research fellows, and colleagues; as evidenced by recognition through formal awards, local and regional invited lectures, participation in symposia, professional society programs and CME courses, and national teaching award. Teaching Portfolio, Master Educators' Guild.
 3. **Service:** Leadership in service to the Department, the Medical School, the University and the profession, including committee work.
 - ii. **Scholarship:** Substantial scholarship is required. Original work, case series, and/or educational materials. Textbook or equivalent (multimedia) author or editor. Scholarship in the individual's field and teaching should be documented.
 - iii. **Reputation:** Distinctive national recognition as evidenced by invited society memberships, participation in major society committees and programs, formal awards, major invited lectures and supported by letters from internal and external referees.

Note: Initial appointments for Clinicians may be made for up to five years, with reappointments of successive terms of up to five years each. Faculty members in the Clinical Faculty (Clinicians) track will not receive tenure while still on this track. They will have, however, all of the other rights and privileges of tenure track faculty members of similar rank. Individuals whose status was changed from tenure track to non-tenure track are ineligible to return to the tenure track except in exceptional circumstances and ordinarily after a minimum of three years.

Appointment and promotion of Clinicians must be made by recommendation of the FCAP following nomination by the Dean and by the Department Chair. Promotion will be judged on the individual's growth in the quality of clinical service and/or teaching. Promotion in this designation must not be considered as an automatic result of length of service to the School.

2. **Research Faculty (Researchers):** The titles of Assistant Professor, Associate Professor or Professor as a Researcher may be given to members of the faculty whose principal focus is in research, which may be under the direction of or in close collaboration with other faculty.

Because the nature of their activities is limited to research, these faculty may not be able to fulfill tenure track requirements. They will have, however, all of the other rights and privileges of tenure track faculty members of similar rank. Individuals whose status was changed from tenure track to non-tenure track are ineligible to return to the tenure track except in exceptional circumstances and ordinarily after a minimum of three years.

- a. Assistant Professor:** To be eligible for consideration for appointment or promotion to the rank of Assistant Professor in the Researcher designation, the individual should have a minimum of two years of post-doctoral training and have demonstrated the capacity for independent research and for making contributions to departmental research program.
- b. Associate Professor:** To be eligible for consideration by FCAP for appointment or promotion to this rank, the individual shall have held the rank of Assistant Professor for a minimum of four years at UMDNJ or other equivalent research or educational institution with the major focus of activity in research. S/he should demonstrate evidence of high quality research and publications. Collaborative as well as individual contributions in research and publications are recognized. This level of rank requires evidence for a higher level of continuous achievement.
- c. Professor:** In addition to the requirements for Associate Professor, to be eligible for consideration by FCAP for appointment and promotion to the rank of Professor, an individual should possess academic stature that is recognized by their colleagues outside the department in the School and the University. Their research activities should show the highest levels of scholarship. The minimum period of four years at the rank of Associate Professor is required for consideration for promotion to this rank. It is anticipated that such promotion would occur only under exceptional conditions. Consideration for this title shall also be given to certain individuals who have previously attained academic excellence and national prominence while at a senior level and now desire to enter the Researcher category.

E. Coterminous:

In addition, the designation of coterminous should be applied to:

1. Persons who are full-time appointees at affiliated hospitals who fulfill all of the academic criteria applicable to faculty members at UMDNJ-New Jersey Medical School. Financial responsibility for these appointments shall rest with the affiliated institution. As specified in Article IV, Title C, Section 1.3 of the UMDNJ Bylaws, these academic appointments shall be coterminous with the expiration or termination of the faculty member's contract with the affiliated institution.
2. Individuals who fulfill all of the academic criteria applicable to faculty members at UMDNJ-New Jersey Medical School with salary support from research contracts, career development awards, or equivalent other sources, who might wish to conduct research at this institution with an academic title and full benefits, but without tenure. Such appointments shall be limited under the condition specified in UMDNJ Bylaws Article IV, Title C, Section 1.3. These appointments shall be coterminous with the availability of extramural salary support.

- F. Distinguished Professor:** Faculty members of surpassing academic achievement including 1) outstanding and continued research and scholarly work, 2) excellence in teaching, 3) major contributions in areas such as clinical service, curriculum, and program development and 4) service to the school may be designated as distinguished professors. (from NJMS Bylaws and UMDNJ Bylaws)

III. Qualified Academic Rank (Part Time and Voluntary Faculty):

Part time faculty are those members of the faculty of New Jersey Medical School who have agreed to abide by all the rules and regulations of New Jersey Medical School and whose professional careers are only partially committed to the instructional, research, health care or service missions of New Jersey Medical School. They may participate in teaching, research, clinical or service programs and in general NJMS service (from NJMS Bylaws Article IV Title A Section 1.4.)

The amount of time devoted shall be determined by the Department Chair in consultation with the Dean. Their service may be paid or voluntary. Full time faculty whose academic qualifications or role does not qualify them for appointment to full academic rank, may be appointed, on an exceptional basis, to qualified rank. Under special circumstances, a few part time faculty may be appointed to positions of full academic rank. This is described more fully in the Bylaws of UMDNJ Article IV, Title D. Section 1. and NJMS Article IV Title A Section 1.4) (from UMDNJ Bylaws Article IV, Title D. Section 1)

A. Clinical titles may be given to persons who provide patient services and/or teaching in clinical subjects who are serving New Jersey Medical School in a capacity deemed less than full time. These individuals are ineligible for tenure at New Jersey Medical School.

- 1. Clinical Instructor:** The candidate should possess a mastery of the subject, the ability to relate to students and clinical experience.
- 2. Clinical Assistant Professor:** The candidate should have satisfied requirements to obtain certification credit or the equivalent for non-MD or DO specialists, and have demonstrated clinical acumen and experience.
- 3. Clinical Associate Professor:** The candidate should be board certified or the equivalent for non-MD or DO specialists, and have achieved local recognition in terms of educational skills and clinical acumen. It is expected that some indices of scholarly activities be established prior to promotion to this rank (e.g. publication of case reports). This rank is appropriate for those who have leadership positions in their clinical institutions (e.g. Chief of Service).
- 4. Clinical Professor:** The candidate should be board certified or the equivalent for non-MD or DO specialists. Professional activities should demonstrate at least regional recognition of growth and maturity in terms of educational skills and clinical acumen. An appropriate level of scholarly activity should be demonstrated prior to promotion to this rank. Leadership in education and service is expected.

B. Adjunct titles may be given to persons who supply academic services to New Jersey Medical School not related to patient care. Persons in this category are part time faculty and ineligible for tenure.

- 1. Adjunct Instructor**
- 2. Adjunct Assistant Professor**
- 3. Adjunct Associate Professor**
- 4. Adjunct Professor**

Standards for appointments and promotions to these ranks will depend upon the academic productivity of the individual, and although similar to the Full academic rank, may not be as stringent. Exceptions to the part time provision for qualified titles are:

1. full time M.D. faculty members who have not yet attained board certification, but who are eligible for specialty board examination, may be given the title of Clinical Assistant Professor
2. full time faculty whose academic qualifications or roles do not qualify them for appointment to full academic rank may be appointed on an exception basis to qualified academic rank.

C. Lecturer: This title is reserved for those part time individuals whose contributions to the Medical School are limited to didactic presentations. Faculty whose service is discontinuous or intermittent may be appointed as Lecturer. (NJMS Bylaws Article IV Section 1.4.4)

D. Associate: This title is reserved for individuals who:

1. Do not possess a doctoral degree, but do make contributions to departmental or School teaching or research programs.
2. Do possess a doctoral degree, but whose main effort is in research on particular grants and hold only limited responsibility in the departmental or School teaching programs.
3. Have not yet completed their postdoctoral academic training, but do make contributions to departmental or School teaching or research programs. The title of Associate may be used when other academic titles are judged not to be appropriate. (NJMS Bylaws Article IV Section 1.4.5)

E. Visiting titles are reserved for those individuals who come to the School for specific academic purposes, but for a limited period of time. They may be part or full time, are not eligible for tenure, and have completed all academic training.

1. **Visiting Assistant Professor,**
2. **Visiting Associate Professor**
3. **Visiting Professor**

F. Emeritus Members of the faculty who, by virtue of retirement, have been relieved of regularly assigned teaching and administrative responsibilities may be designated as emeriti. (UMDNJ bylaws Article IV Title A. Section 1.5) Consideration shall be given to candidates who have attained significant professional distinction or whose continued affiliation will enrich the stature and/or further the goals of the institution.

1. **Emeritus Associate Professor**
2. **Emeritus Professor**

IV. Procedures for Initiation and Processing of Faculty Appointments and Promotions

A. Initiation of Appointment or Promotion

The Department Chair, after formal consultation with the full-time department faculty with the rank of Associate Professor or Professor (hereafter referred to as "senior full-title faculty"), shall recommend faculty appointments or promotions to the Dean. The Department Chair shall inform the senior full-title members of the department in writing of the intention to propose a faculty member for promotion. This must be communicated to the senior full-title faculty by the last business day in October. The evaluation process for each candidate for appointment or promotion shall be concerned with their professional achievement and recognition of that achievement, and this should be a dual process. Evaluation should be by:

1. senior full-title members of the Department and its Chair, and
2. external evaluation.

B. Portfolio Requirements

The minimum portfolio (except for visiting titles) must contain the following:

1. Curriculum Vitae: A complete, recent up to date curriculum vitae in the approved format. (Appendix A)
2. Articles: For Associate Professor or Professor in Full Academic Ranks, three articles chosen by the candidate.
3. Chair's Letter: A letter of evaluation and support for the appointment/promotion from the Department Chair is required. This letter must clearly state the:

Title (Assistant, Associate or Professor)

Track (Tenure or Non-Tenure)

If Tenure, the designation (Academic Investigator, Clinician Investigator, Clinician Educator or Academic Educator)

If Non-Tenure, the Designation (Clinician, Researcher)

If Coterminal, justification for the appointment/promotion must be described. The letter must indicate how the candidate meets the indicators of quality in all three areas of evaluation, specifically referring to the categories of **a) Education, b) Scholarly Activity and c) Service** as specified in the guidelines for appointment and promotion of NJMS listed in Section IV of this document. The Chair's letter should indicate the function of the individual in the department and provide sufficient detail regarding the individual's qualifications to warrant the appointment or promotion. This is a most important document for a successful promotion/appointment.

4. External Evaluation Letters: Confidential letters of evaluation from individuals in the Candidate's field of interest which attest to the professional achievements of the Candidate are required. External referees may be suggested by the candidate and selected by the Chair in consultation with the Candidate. The Chair will solicit the referees' letters and transmit them to the Dean. Solicitation of the referees' comments should request specific evaluation of the following:
- a) instruction
 - b) research & publications
 - c) service
 - d) level of national and/or international recognition of achievement.

A sample letter from a Chair which requests an external evaluation is provided as Appendix B.

These letters should:

- a) be written within twelve months preceding submission to FCAP.
- b) specifically refer to the title and designation under consideration and if this appointment is with tenure, or a promotion which includes tenure, the letter must indicate support for tenure.
- c) be from individuals with academic rank equal to or higher than the rank proposed.

A minimum of three letters of evaluation are required for appointment or promotion to all professorial ranks:

- For promotion to the tenure track ranks of Associate Professor and Professor, at least three letters must be from individuals not affiliated with UMDNJ.
- For appointment to the ranks of Associate Professor and Professor, at least two letters must be from individuals not affiliated with NJMS.
- For promotion to Non Tenure Track ranks of Associate Professor and Professor, it is urged that at least three letters be from individuals not affiliated with NJMS.
- For appointment to the Non-Tenure Track ranks of Associate Professor and Professor, at least two letters should be from individuals not affiliated with NJMS.
- For the rank of Assistant Professor on all tracks, at least one letter must be from an individual not associated with NJMS.
- For the instructor rank on all tracks and for the title Associate, a minimum of one letter is required.

For appointment and promotion to Qualified Titles, the letters may be from individuals affiliated with NJMS or UMDNJ. The letters should attest to the local (hospital, city) or regional (county, state) recognition achieved by the candidate at every rank. The letters of recommendation should establish objectively the recognition achieved by the candidate in terms of professional technical skills, patient care, and/or education. At the request of the Department Chair, the requirement that letters be written by individuals of rank equal to or higher than the rank proposed may be waived for appointment and promotion to Qualified Ranks. In these cases, however, the letters should be written by individuals in a professional position with experience in evaluating academically relevant achievements.

New letters of evaluation will not be required for a joint appointment, if the joint appointment is proposed within three years of the time the primary appointment occurs.

5. Candidate Support of Promotion

In the case of a promotion, in addition to the above, a candidate may submit, if he/she chooses, his/her own letter in support of that promotion. Candidates who have a strong educational component as part of their promotion package, particularly those in the Clinician Educator/Academic Educator track, are encouraged to include an Educator's Portfolio (see Appendix C for instructions).

6. List of Authorities

For appointment or promotion to the tenure eligible ranks, a list of available authorities in the individual's field should be compiled by the Department Chair and given to FCAP.

C. The Department Chair's letter of support shall be made available to the senior full title faculty of the department. Each senior full-title faculty member in the Candidate's department who dissents from the Chair's recommendation will be afforded the opportunity to present to the Dean, in writing, a summary of that position. The Department Chair and the Candidate will receive a copy of any such communication.

D. The material submitted by a Chair for a given candidate (excluding letters of reference solicited on a confidential basis) should be reviewed by the candidate within a reasonable time before submission. The candidate should be given the choice of refusal or submitting his/her own proposal to FCAP, if eligible. This should be done on a timely basis in order to permit the candidate the opportunity to prepare a proposal on his/her own behalf.

E. Confidentiality

For proper peer review to occur, confidentiality is essential. In order for the appointments and promotions peer review process to function, it is essential that referees, FCAP and Faculty Council members be protected from harassment. Any attempt on the part of a faculty member who is up for promotion, or any other Medical School Faculty or staff member, to independently communicate with, influence or recriminate with a referee, FCAP *Chair or* member, or Faculty Council member, shall be considered in violation of the best interests of New Jersey Medical School. Such actions shall be reviewed by the Faculty Affairs Committee in response to requests by the Department Chair through the Dean. The Faculty Affairs Committee will make a determination as to culpability, and a recommendation to the Dean with regard to reprimand or other disciplinary action.

Also, any member of FCAP who disregards, even minimally, the confidential nature of deliberations regarding an appointment or promotion will be similarly viewed and such actions will be considered in violation of the ability of the FCAP member to sit on the committee.

F. Faculty Committee on Appointments and Promotions (FCAP)

FCAP shall evaluate credentials and make recommendations to the Dean for promotion or appointment to the ranks of:

- Associate Professor and Professor in the tenure and non-tenure tracks
- Clinical Associate Professor and Clinical Professor
- Adjunct Associate Professor and Adjunct Professor
- Emeritus Associate Professor and Emeritus Professor
- Distinguished Professor

FCAP shall not act on joint appointments and appointment or promotion to the ranks of:

- Instructor
- Clinical Instructor

Adjunct Instructor
Assistant Professor
Clinical Assistant Professor
Adjunct Assistant Professor
Associate
Lecturer

Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor.

For these ranks, the Dean shall recommend appointments upon recommendation of the Department Chair, for approval by the Faculty Council.

1. FCAP Composition:

The Committee shall be comprised of nineteen (19) members and the Chair, none of whom are Department Chairs. The Committee shall consist of fourteen (14) Professors and five (5) Associate Professors with eleven (11) individuals having M.D. (or equivalent) degrees and eight (8) individuals having Ph.D. (or equivalent) degrees. The FCAP shall include three (3) non-tenured Clinicians and/or Researchers and one (1) or two (2) members in the coterminous category.

Each faculty member selected shall serve for two-year staggered terms, whereby nine or ten of the members of FCAP will be changed every year. No faculty member shall serve two successive terms (of any duration), but she or he may serve for an unlimited number of non-successive terms. Optimally, all departments at NJMS should be represented on FCAP, but this may not be feasible, if the number of departments changes. All basic science departments must be represented. A minimum of twelve (12) departments must be represented. No more than 2 members should be appointed from a single department.

The members of FCAP shall be selected by the Committee on Committees (the Dean, the President and Vice President of the Faculty Organization) in consultation with the immediate past or current FCAP Chair from the complete roster of eligible faculty members.

The Composition of the FCAP shall be known to the general faculty through the minutes of the Faculty Council.

If a faculty member anticipates being considered for promotion, he or she should decline to serve on the FCAP in that year. If a member of FCAP is formally proposed for promotion, that individual must resign from FCAP for the rest of the academic year. The Chair of FCAP and the Dean shall choose a replacement, to be approved by the Faculty Council.

2. The FCAP Chair and Vice-Chair:

The Chair of FCAP is selected by the Dean, in consultation with the other members of the Committee on Committees and with the outgoing FCAP Chair. The FCAP Chair will serve for a two-year term, and she or he must be a Full Professor with Tenure. The Chair of FCAP shall be responsible for presentation of all recommendations to Faculty Council. The Chair shall not vote except in case of a tie vote. A Vice-Chair of FCAP, selected from the FCAP membership by the Committee on Committees in consultation with the Chair of FCAP, has the duty of chairing an FCAP meeting when the Chair cannot be present and when the Chair has a conflict with the candidate to be discussed.

3. FCAP Policies

a) Voting

Voting by the Committee will be by closed ballot. Recommendation for promotion and/or appointment shall be by majority vote of the Committee members present, provided a quorum of ten or more members is present. In cases of urgent necessity when the full FCAP membership is not available, and at the request of the department chair and the Dean, review

of appointment to non-tenured ranks may be made by an ad hoc committee of the FCAP membership of at least four individuals, with unanimous vote needed for approval and submission to the Faculty Council.

In the case of an appointment or promotion to the same department as the primary department of a member of the Committee, that member *must neither be present* during the discussion, nor vote. This rule holds for the FCAP Chair as well.

b) Conflict of Interest

Members shall disqualify themselves from the discussion and vote on a candidate proposed for appointment or promotion if there is a perceived conflict of interest. This disqualification is voluntary and left to the judgment of the individual member. No member eligible to vote may abstain from voting, except if there is a perceived conflict of interest.

c) Membership on Faculty Affairs Committee No member of FCAP may concurrently serve on the Faculty Affairs Committee.

d) The FCAP has the responsibility to seek all necessary information to allow members of the Committee to properly deliberate on the qualifications of all individuals being proposed for tenured appointments and promotions. It is expected that the FCAP, in their evaluations for appointment or promotion, shall make judgments based on the quality of each indicator of achievement. In order to accomplish this, there should be as wide a distribution of scientific expertise as possible in the makeup of the FCAP. Such expertise may not always be available within the FCAP. Therefore, in order to enable the Committee to seek other expertise in the evaluation of the quality of publications of those individuals recommended for appointment or promotion, the Chair of any department submitting material to FCAP must furnish the Committee with the names of established investigators in the candidate's area of interest, from whom the Committee can obtain an evaluation necessary for its judgment of the appropriateness of the appointment or promotion.

e) All promotions to the same rank should be considered at the same time if possible.

4. FCAP Recommendations

a) Favorable

If FCAP makes a favorable recommendation for either appointment or promotion, this recommendation shall be forwarded to the Chair and to the Dean for transmittal to the Faculty Council.

b) Unfavorable

In the case of an appointment, if FCAP makes an unfavorable recommendation, the Candidate's Department Chair shall be notified together with the reasons. After advising the Candidate of the Committee's recommendation, the Chair shall have the privilege of withdrawing the Candidate's name or bringing the Candidate's name before the Faculty Council for consideration.

In the case of a promotion, if FCAP makes an unfavorable recommendation, the reasons for denial shall be clearly stated and promptly communicated to the Dean and Department Chair, with a copy transmitted to the candidate. The candidate may file an appeal with the Faculty Affairs Committee through the Department Chair and the Dean's Office.

Recommendations of FCAP shall be sent to the Dean and Department Chair prior to submission to the Faculty Council. The Faculty Council shall receive all written materials, except publications, used or considered by FCAP in their evaluation of a candidate's

credentials. The Faculty Council shall review these recommendations and vote to approve or reject them. All positive recommendations shall then be forwarded to the Dean and through the Dean to the President and the University Board of Trustees for their approval.

G. Deadlines for Submission of Credentials

To allow the process to proceed as expeditiously as possible:

1) Introductory letters and nominee data must be submitted by the Dean's Office to members of the FCAP no less than 14 calendar days prior to their next regular meeting for all appointments.

2) Complete promotion packages must be received in the Dean's Office by the last business day in December. No consideration will be given by FCAP to any materials submitted on behalf of the nominee after this deadline, except in circumstances that relate to terminal opportunities for promotion. The Dean's Office must submit a candidate's packet to FCAP at least two weeks prior to the meeting at which the candidate will be considered. This would allow the primary reviewers sufficient time to become acquainted with the candidate's C.V., read additional papers, call references, etc. so that additional information not in the packet can be presented to the full committee.

3) Final recommendations will be presented at the first Faculty Council meeting after the FCAP has met on that appointment. Final recommendations on all promotions shall be presented to Faculty Council for their approval no later than April 15th of each year, or two months prior to the final meeting of the University Board of Trustees on promotions.

4) In exceptional circumstances relating to faculty promotions and appointments, the temporal guide may be waived at the request of the Dean or chairperson with the approval of FCAP.

H. Appeals

In reviewing appeals, the Faculty Affairs Committee will restrict their review to a determination of possible procedural errors or, in the case of terminal opportunities for promotion, significant information which was not available to FCAP. If the Faculty Affairs Committee supports the appeal, it will forward its report to Faculty Council. At the Council, an appropriate review committee will be appointed which will sit for the current promotion cycle. The review committee will forward its report to the Council, which if it supports the appeal, must do so by a 2/3 vote.

I. Overrule of FCAP Recommendation

Faculty Council can overrule an FCAP recommendation on an appointment with a 2/3 majority vote. Faculty Council members must receive the relevant documents on the candidate involved prior to the Council meeting at which such an appeal is brought.

J. Non Departmental Supported Proposals

1) In the event a faculty member chooses to propose himself/herself for promotion or tenure because s/he has not been supported by the Department Chair and/or senior full title department faculty, the reasons for this denial of approval by these faculty should be communicated in writing by the Department Chair to FCAP. If the Chair and/or senior full title departmental faculty decide not to support the promotion, the letter being sent to FCAP (giving the reasons for not supporting the promotion) shall be made available to the candidate within 60 days of the date the faculty member notified the chair of his/her intent to propose himself/herself for promotion or tenure, so that s/he may propose himself/herself in an appropriate manner.

2) If a faculty member has not been recommended for promotion within the times stated below, his/her name may be submitted, at his/her request, to the Dean for review in accordance with normal procedures as outlined above. The faculty member must inform the Department Chair in writing with a copy to the Dean's Office of his/her intention to do this by the last business day in October.

Instructor	3 years
Assistant Professor	9 years
Associate Professor	7 years

3) If a Professor who has held this rank for a decade or more, is not recommended for the title of Emeritus Professor by the chair at the time of his/her retirement, his/her name may be submitted at his/her request for the title to the Dean, with a copy to the Department Chair, for review in accordance with normal procedures stated above.

NOTE: For proper peer review to occur, confidentiality is essential. All referees, FCAP Chair and members, and Faculty Council members must be protected from harassment. Any attempt on the part of a faculty member who is up for promotion, or any other Medical School Faculty or staff member, to independently communicate with, influence or recriminate with a referee, FCAP Chair or member, or Faculty Council member, shall be considered in violation of the best interests of New Jersey Medical School. Such actions shall be reviewed by the Faculty Affairs Committee in response to requests by the Department Chair through the Dean. The Faculty Affairs Committee will make a determination as to culpability, and a recommendation to the Dean with regards to reprimand or other disciplinary action.

Also, any member of FCAP who disregards, even minimally, the confidential nature of the deliberations regarding an appointment or promotion will be similarly viewed and such actions will be considered a violation of the ability of the FCAP member to sit on the committee.

V. CATEGORIES OF FACULTY ACHIEVEMENT

The three major categories of achievement are:

A. Education at a postgraduate or undergraduate level, including medical students, fellows, residents, graduate students, colleagues, peers and faculty;

B. Scholarly activity (Research and Publication & Other)

C. Service, including administrative service, to the institution or the individual's profession The list of indicators of quality for each dimension is not intended to be exhaustive, nor does the order imply relative importance. In appropriate cases, additional factors shall be called to the attention of FCAP.

A. Education

New Jersey Medical School explicitly recognizes the importance of quality education and student development as fundamental to the professorial role. All faculty are expected to contribute in this area, to strive to improve their teaching effectiveness, and to contribute to the development of our instructional programs. Both quality and quantity of education are important; however, quality of education is the major criterion. Indicators of the quality of education represent important, but not sufficient, entities in promotion and tenure decisions for the tenure-eligible tracks.

Indicators of Quality in Education

1. Recognition as an outstanding teacher, with the ability to teach effectively at more than one level (including medical students, residents, faculty, physicians in the community, lay people, and peers nationally and internationally).
2. Excellent evaluations of teaching performance by student surveys, Chair and peer evaluations, and other documentation.
3. Excellence as Course Director in the Medical School or the Graduate School, or in both, or as Clerkship Director in the Medical School.
4. Excellence as Residency Program Director in a clinical department.
5. Development of innovative and effective educational units, e.g., courses, clerkship rotations, electives, laboratory programs, Web-based courses or significant revisions in course content of existing educational units in substance, relevance and recent advances.
6. Development of effective and innovative educational methodologies and materials, e.g., course guides, laboratory manuals, PBL and standardized patient cases.
7. Development of innovative approaches to evaluate student performance, e.g., assessment tools such as computer-based examinations, objective structured clinical examinations (OSCEs).

8. Major contributions to the development of new curricula.
9. Exceptional participation in student mentoring and counseling.
10. Sponsorship/directorship of independent research of pre-doctoral students, post-doctoral fellows and residents.
11. Creation of and/or high acclaim for educational development programs for faculty, residents and students and for continuing education programs, including Continuing Medical Education (CME).
12. Development or oversight of scholarly extracurricular student activities.
13. Publications of scholarly instructional materials and methodologies.
14. High demand as a speaker at professional meetings.

B. Scholarly Activity

Research & Publications

High quality research and publication are fundamental to attaining the goals of academic excellence and national prominence. Creative activities which contribute to the body of knowledge are critical to our academic reputation. Both quality and quantity of research and publication are important. However, quality of contribution to the body of knowledge is the major criterion. Indices of quality include publication in the leading scholarly journals of the relevant discipline, peer recognition by research or publication awards, membership on prestigious editorial boards and significant external funding of research.

Both collaborative and individual contributions in research and publication are desirable. Indicators of quality in research and publication over an extended period of time represent important and necessary, but not sufficient, components in promotion and tenure decisions.

Indicators of Quality in Research and Publication

1. Publication in refereed journals, especially the major scholarly journals of the discipline.
2. Peer-reviewed extramural funding for research, both federal and other sources. Leadership in clinical trials.
3. Grant reviewer for national and international research organizations.
4. Invitation to present papers at major symposia and meetings.
5. Exceptional contribution to the research of others.
6. Election to prestigious, limited-membership research societies in the discipline.
7. Publication of monographs.
8. Publication of invited review articles or book chapters.
9. Editorship and/or service on the editorial board of major journals.
10. Recognition from peers in the appropriate fields such as fellowships, research awards or publication awards.
11. Organization or chairing of major symposia and/or editorship of published conference proceedings.
12. Publication in non-refereed but widely-recognized professional journals.
13. Receipt of grants or awards, direction of or collaboration on scholarly educational projects.
14. Publication of educational articles, abstracts, media-based instructional materials.
15. Invited educational presentations to internal or external audiences, service as visiting professor.

C. Service

New Jersey Medical School must effectively serve multiple constituencies if it aspires to excellence and national prominence. The academic profession, the public and the University are among these constituencies. A variety of service roles can contribute to attaining our goals of excellence and national prominence.

No attempt should be made to prescribe which specific service roles individual faculty members should play; however, all faculty members are expected to contribute in the service area. The amount and nature of the service contribution is likely to differ as a function of individual skills and stage of career development. Service is not sufficient in itself for attainment of promotion or tenure.

Indicators of Quality in Service

1. Major participation in national, regional or state professional organizations.
2. Service on major government commissions, task forces or boards.
3. Service on University, Medical School or Department task forces and committees.
4. Attraction of significant external development support.
5. Evidence of peer group recognition for exceptional accomplishment.
6. Exceptional contributions to external development efforts.
7. Advisor to student or community organizations.
8. Consultant with commercial firms, subject to established consulting guidelines.
9. Evidence of exceptional activity in patient care, facilitating the academic goals of the department.
10. Excellence in serving as a director of a unit in the Medical School or University Hospital
11. Excellence in maintaining regulatory and compliance requirements in the Medical School, University Hospital and the University.
12. Involvement in achieving a positive evaluation of a residency program by internal and external residency review committees.
13. Involvement in achieving a positive evaluation of the educational effort in the Medical School by the Liaison Committee on Medical Education (LCME).
14. Involvement in achieving a positive evaluation of the NJMS and GSBS programs by the Middle States Commission on Higher Education.
15. Involvement in the successful outcome of inspections of University Hospital and its units/divisions by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and by similar professional organizations.

APPENDIX A: UMDNJ CV FORMAT (revised July 1, 2011)

Instructions to complete CV in UMDNJ Format:

(Note: Please be reminded to remove all *instructional text*)

FONT: Times New Roman, size 10 pt

MARGINS: Left = 1.5"; Right = 1"; Top = 1"; Bottom = 0.5"

CATEGORY HEADINGS: BOLD/CAPS

- Follow format beginning on the next page
- Spell out all abbreviations, including University of Medicine and Dentistry of New Jersey, New Jersey Medical School
- Keep all Category Headings (in BOLD FONT)
- Replace any instructional text (in italics below each Category Heading) with the information requested (in regular font)
- List each section in reverse chronological order, starting with the most recent first.
- All dates must be inclusive (month and year)
- Do not delete a section; do not leave any section blank. If it is not applicable, insert either "none" or "not applicable" J
- For Teaching Responsibilities:
 - If you are a clinician, separate your teaching responsibilities into Undergraduate Medical Education, Graduate Medical Education and Continuing Medical Education. If you are not a course director, but give lectures, list the school, course, the lecture title & number of hours. If you have given the same lecture in multiple years, simply list the years by the other information about the lecture.
 - If you are a basic scientist, separate medical school teaching from graduate school
- teaching. For Publications:
 - a. Chronological order
 - b. Number publications in each section, beginning with 1 for the oldest
 - C.** ,If publications are "in press" please attach letter (or email) indicating acceptance of manuscript
 - d. Publications which are "submitted" or "in preparation" must not be listed
 - e. Name of faculty (author of CV only) should be **bold font**
 - f. Include full journal name (in *italic font*); do not abbreviate

APPENDIX A: UMDNJ CV FORMAT

CURRICULUM VITAE

DATE:

NAME:

PRESENT TITLE:

HOME ADDRESS:

OFFICE ADDRESS:

TELEPHONE NUMBER/E-MAIL ADDRESS:

CITIZENSHIP:

EDUCATION:

- A. Undergraduate Graduate and Professional
University or College
City, State
Degree (Discipline) *Date Awarded*

- B. Graduate and Professional
University or College
City, State
Degree (Discipline) *Date Awarded*

POSTGRADUATE TRAINING:

- A. Internship and Residencies
Location
Discipline
Inclusive Dates

- B. Research Fellowships
Location
Discipline
Inclusive Dates

- C. Postdoctoral Appointments
Location
Discipline
Inclusive Dates

MILITARY:

ACADEMIC APPOINTMENTS:

Department
University (School of Medicine)
Title
Inclusive Dates (Month/Year)

HOSPITAL APPOINTMENTS: *(If applicable)*

Department

Hospital Name

Title

Inclusive Dates (Month/Year)

OTHER EMPLOYMENT OR MAJOR VISITING APPOINTMENTS: *(If applicable)*

PRIVATE PRACTICE *(If applicable)* :

LICENSURE: *specialty/#/expiration*

DRUG LICENSURE:

CDS: #/expiration

DEA: #/expiration

CERTIFICATION: *specialty/#/expiration*

MEMBERSHIPS, OFFICES AND COMMITTEE ASSIGNMENTS IN PROFESSIONAL SOCIETIES:

Name of Organization

Member or other Position

Inclusive Dates

HONORS AND AWARDS:

Title

Awarded By

Date

BOARDS OF DIRECTORS/TRUSTEES POSITIONS:

SERVICE ON NATIONAL GRANT REVIEW PANELS, STUDY SECTIONS, COMMITTEES:

SERVICE ON MAJOR COMMITTEES:

- A. *International (Name, Inclusive Dates)*
- B. *National (Name, Inclusive Dates)*
- C. *Medical School/University (Name, Inclusive Dates)*
- D. *Hospital (Name, Inclusive Dates)*
- E. *Department (Name, Inclusive Dates)*
- F. *Editorial Boards (Journal Name, Inclusive Dates)*
- G. *AdHoc Reviewer (Journal Name, Inclusive Dates)*

SERVICE ON GRADUATE SCHOOL COMMITTEES:

SERVICE ON HOSPITAL COMMITTEES:

SERVICE TO THE COMMUNITY:

SPONSORSHIP (Primary Mentorship) OF CANDIDATES FOR POSTGRADUATE DEGREE:

SPONSORSHIP (Primary Mentorship) OF POSTDOCTORAL FELLOWS:

TEACHING RESPONSIBILITIES: *(Teaching effectiveness should be addressed in nominating letter)*

- A. *Lectures or Course Directorships*

School, course name, lecture title, hours

B. Research Training (other than Primary Mentorship)

Post Doctoral Fellows: *name, dates (inclusive) of training*

Pre Doctoral Students: *name, dates (inclusive) of training*

CLINICAL RESPONSIBILITIES: (Clinical effectiveness should be addressed in nominating letter)

GRANT SUPPORT: (*Please list newest or most current first*)

A. Principal Investigator

1. *Funding Organization, title of award, inclusive dates of funding, amount of award*
- 2.

B. Co-Investigator

1. *Funding Organization, title of award, inclusive dates of funding, amount of award*
- 2.

C. Pending

1. *Funding Organization, title, proposed funding date, proposed award*
- 2.

PUBLICATIONS: (*Please list in chronological order; published or accepted for publication only; should be segregated into the following categories*)

A. Refereed Original Article in Journal

1. *Authors names (Last, First; Bold CV author) ; Title of Article; Journal Name, Volume#: first-last page, year*
- 2.

B. Books, Monographs and Chapters

1. *Authors names (Last, First; Bold CV author) ; Chapter # and Title; In: Book Title (Textbook), # Edition; Editor; page numbers; Publisher, city, state; year*
- 2.

C. Patents Held

1. *Title, U.S. Patent Number, Date of Issue, Inventors*
- 2.

D. Other Articles (Reviews, Editorials, etc.) In Journals; Chapters; Books; other Professional Communications

1. *Authors names (Last, First; Bold CV author) ; Title of Article; Journal Name, Volume#: first-last page, year*
- 2.

E. Abstracts

1. *Authors names (Last, First); Title of abstract; Presented at (Name of Meeting), year; Abstract # or Page #*
- 2.

F. Reports

PRESENTATIONS:

A. Scientific (*Basic Science*) :

B. Professional (*Clinical*):

Appendix B:

Sample Request for Letter of Reference for promotion/appointment

Dear _____ :

Dr. _____ is being considered for appointment/promotion to the rank of (Rank) with tenure as Academic Investigator/Clinician Investigator/Clinician Educator/Academic Educator/without tenure Clinical Faculty/Research Faculty in the Department of _____ at New Jersey Medical School of UMDNJ

Your comments on the following would be greatly appreciated. Also, please state in your letter the department that Dr. _____ is being appointed to /promoted in, that the promotion is to the rank of _____ and whether with/without tenure. In addition, please state your rank and title at your current academic affiliation.

What are the candidate's research contributions that are most important to the advancement of knowledge in the field? (What are the candidate's specific accomplishments in the clinical field?)

How would you compare the candidate to some of her/his most accomplished peers with respect to the significance of her/his contributions?

What are the candidate's contributions to teaching and training programs?

As a theoretical comparison, do you think the candidate would be a very strong candidate for (Rank) at your institution?

What unique or exceptional attributes does the candidate have regarding her/his scholarly, instructional, and/or service contributions?

Please indicate your current academic rank and title.

To facilitate your evaluation, I am enclosing Dr. ____'s curriculum vitae (and some reprints). In your comments, please feel free to add any other information that you deem relevant to our consideration of this promotion.

I know that this request places a heavy burden on your busy schedule; however, I would like to emphasize the critical role that reviews such as yours play in the academic process. I would appreciate a response at your earliest convenience, hopefully before .

Sincerely,

Chair, Department of

APPENDIX C: ELEMENTS OF AN EDUCATOR'S PORTFOLIO

(Provide a table using Xs to indicate activity in each area for last 10 years, then elaborate in narrative form.)

1. Educational Scholarship:

Presentations: peer-reviewed and non-peer-reviewed
Educational publications (papers, abstracts, posters)
Educational training grants: principal investigator or co-investigator
Other educational research
Member, Chair or participant in regional or national education-related committees or organizations
CME Course Instructor
Other invited talks

2. Professional Development:

Workshops or conferences attended to enhance teaching skills, expand knowledge in educational principles, medical education etc.

3. NJMS and GSBS Teaching Roles and Responsibilities: Identify different levels of learners for each ± i.e. MS I-IV, PGY-1-3, fellows, practicing MDs, graduate students, and post-doctoral fellows

Quantify hours per week or per month or per year for each activity:
Small Group (lectures, case-based discussions, seminars, journal club)
Large Group (lectures, review sessions)
Inpatient Attending Rounds
Ambulatory or Operating Room (OR) Precepting
Research Precepting
Student, Resident, Fellow, Faculty Mentoring

4. Curriculum Development:

Courses, curriculum modules, instructional cases authored or co-authored (include representative samples)

5. Assessment of Student/Resident Competencies (describe and quantify each, provide samples where applicable):

Role in performance evaluation of students, residents, fellows
OSCE stations authored or co-authored
Participation in observing/grading student and resident OSCE
Development of evaluation methods/instruments for students/residents/fellows

6. Assessment of Your Teaching Skills (include copies of evaluations):

By students, residents/fellows, other healthcare workers, peers
Outcome data for your students/residents/fellows/post-doctoral fellows

7. Educational Administration (indicate elected or appointed, briefly describe role):

Member and/or Chair of NJMS or GSBS Standing or Ad Hoc Education Committees
Course Director or Course Component Director (specify level, # of learners)
Clerkship Director
Residency or Fellowship Program Director, or Graduate Program Director

8. Educational Honors (include nominations, awards, invitations, and commendations)