

CHARLES R. DREW UNIVERSITY OF MEDICINE & SCIENCE

COLLEGE OF MEDICINE

Re-affirmed 06/08/2021

Faculty Appointment and Promotion Criteria and Definitions

Eligibility for faculty appointment, retention and promotion in the College of Medicine requires that the candidate be in good standing.

All appointment and promotion policies and procedures in College of Medicine (COM) will adhere to the general regulations specified by Charles R. Drew University of Medicine and Science (CDU). Individuals may be appointed to the faculty in COM at the main campus of CDU or at one or more of the affiliates. Appointments will be in one of three series (Career Academic Series, Academic Series, or Prefix), depending on their field of academic expertise, time commitment to CDU, and area(s) of major responsibility at CDU (Appendix A). Faculty series identifier will only appear in the title of those appointed in the Prefix Series (Clinical/Community/Research).

All faculty at every rank and series undergo peer review by the A&P Committee.

I Areas of Contribution Valued by COM

A. Academic Citizenship

Academic Citizenship is a service component requirement that is so highly valued and of such importance to the mission of the COM that it is held above the core areas of contribution. All faculty members will provide evidence of appropriate contribution in the area of academic citizenship, regardless of their other contributions. Academic Citizenship will be evaluated appropriately during promotion considerations. The specific criteria and rating scale used for evaluation of performance are described in Appendix B.

B. Core Academic Areas

1. Education and Teaching

Education and teaching are a cornerstone of the COM and CDU. Promotion requires evidence of contribution in education and teaching, with evidence of at least the prospect of independence as an educator, the levels of which are determined primarily by ratings in this area. The specific criteria and rating scale used for evaluation of performance are described in Appendix C.

2. Research and Scholarship

Research and scholarship are a cornerstone of the COM and CDU. Promotion requires evidence of contribution in research and scholarship, with evidence of at least the prospect of independence in research funding, the levels of which are determined primarily by ratings in this area. The specific criteria and rating scale used for evaluation of performance are described in Appendix D.

3. Service Excellence

Service Excellence is anchored in achievement, a professional reputation for excellence, innovation or leadership to the professions, external communities or clinical service. This contribution best describes the faculty member's ambassadorship on behalf of the COM and CDU.

Promotion requires evidence of contribution in service to the professions and/or external community, with evidence of at least the prospect of independence as a community leader, the levels of which are determined primarily by ratings in this area. The specific criteria and rating scale used for evaluation of performance are described in Appendix E.

Clinical service provided on behalf of the COM and CDU at a university owned, operated or an affiliated clinical site must go beyond direct patient care only and there needs to be evidence of recognized excellence. Clinical service alone would not constitute a ranking of excellent in this area; there must also be evidence of a strong professional reputation for delivering quality service. Clinical Service may be incorporated into the service contribution provided there is documentation of Service Excellence to Professional Associations and Societies and/or External Community Service. The specific criteria and rating scale used for evaluation of performance are described in Appendix E.

II. Faculty Series Overview

A. Career Academic Faculty

Faculty in the Career Academic series are those who make a significant contribution to the academic mission of the COM. Their contributions reflect comprehensive achievements across the core academic areas valued by COM. Career Academic series faculty are expected to contribute to the academic mission of the COM in various and diverse fashions which reflect the broad spectrum of faculty participation, yet accommodate individual areas of expertise and contribution. All Career Academic series faculty at the rank of Instructor, Assistant Professor, Associate Professor, or Professor will be represented appropriately in faculty governance according to the faculty governance policies of the COM.

Career Academic series faculty also must provide evidence of appropriate academic citizenship to the COM and/or its affiliates. Academic citizenship is an extremely important contribution to the mission of the COM and will be evaluated appropriately during promotion considerations.

Additionally, three academic areas reflect the core areas valued by COM, and are defined to accommodate the diverse contributions of the faculty. Promotion in the Career Academic series is based on progressive scholarly independence and the faculty member's excellent achievements in at least two (2) of the three (3) areas.

All Career Academic series faculty members are expected to have at least minimal activity in the third area. For activity to be regarded as excellent or outstanding, there must be evidence that the achievement in each core academic area also serves to benefit the COM. Career Academic series faculty will not include a prefix or series identifier in their academic title.

1. Ranks

- a. Instructor: An individual who has attained the minimal degree appropriate to the discipline (e.g., Master's degree), and who has an appropriate balance between academic and other professional experiences. Appointment at the Instructor Rank, especially for those without a terminal degree, holds little expectation or obligation to progress to higher rank unless there are exceptional circumstances. No steps at the Instructor rank.
- b. Assistant Professor: An individual with a doctoral or other appropriate terminal degree who has potential of making excellent achievements in at least two (2) of the three (3) core academic

areas, and will assume some academic citizenship responsibilities in the COM. Appointment at this rank is based on a promise of achievement and scholarly independence rather than evidence of achievement and scholarly independence. There are four steps (I-IV) in the Assistant Professor rank.

- c. Associate Professor: An individual with a doctoral or other appropriate terminal degree who has made excellent contributions in at least two (2) of the three (3) core academic areas, has gained at least a regional or emerging national reputation, exhibits progressive scholarly independence, and has at least minimal contributions in the third core academic area. He/she also carries significant academic citizenship responsibilities on behalf of the COM and/or the university. There are three steps (I-III) in the Associate Professor rank.
- d. Professor: An individual with a doctoral or other appropriate terminal degree who continues to make outstanding contributions in least two (2) of the three (3) areas of the COM, exhibits progressive scholarly independence, and, who has gained a high level of national and/or international recognition. He/she also carries excellent academic citizenship responsibilities on behalf of the COM and/or the university. There are nine steps (I-IX) in the Professor rank.

2. Review Schedule

A Faculty Activity Plan and Evaluation will be used each year to assess and document success at achieving the agreed and stated goals, objectives and outcomes delineated in a Faculty Activity Plan; the Plan must be revised for each proposed advancement in academic step or rank. In addition to each faculty member being evaluated by his/her department chair or academic leader annually, all Assistant Professors and Associate Professors will be evaluated every two years and all Professors every 3 years by the COM A&P Committee. The review pathway is described in Section V.

B. Academic Faculty

Faculty in the Academic Series are those who make a significant contribution to the academic mission of the COM. Their contribution is extensive and is largely limited within one of the two core academic areas of Education/Teaching or Research/Scholarship. Academic series faculty are expected to contribute to the academic mission of the COM in various and diverse fashions which reflect the broad spectrum of faculty participation, yet accommodate individual areas of expertise and contribution. All Academic series faculty at the rank of Instructor, Assistant Professor, Associate Professor, or Professor will be represented appropriately in faculty governance according to the faculty governance policies of the COM.

Academic series faculty must provide evidence of appropriate academic citizenship to the COM and/or its affiliates. Academic citizenship is an extremely important contribution to the mission of the COM and will be evaluated appropriately during promotion considerations. Additionally, three academic areas are reflective of the core areas valued by COM and are defined to accommodate the diverse contributions of the faculty.

Promotion in the Academic series is based on the faculty member making excellent achievements in at least one (1) of the two (2) core academic areas of Education/Teaching or Research/Scholarship. All Academic series faculty members are expected to have at least minimal activity in a second area, which can be in the third core academic area of Service Excellence. For activity to be regarded as excellent or outstanding, there must be evidence that the achievement in each core academic area also serves to benefit the COM. Academic series faculty will not include

a prefix or series identifier in their academic title.

1. Ranks

- a. **Instructor:** An individual who has attained the minimal degree appropriate to the discipline (e.g., Master's degree), who may still be in training (e.g. senior post-doctoral fellow, resident or fellow), and who has an appropriate balance between academic and other professional experiences. Appointment at the Instructor Rank, especially for those without a terminal degree, holds little expectation or obligation to progress to higher rank unless there are exceptional circumstances. There are no steps in the Instructor rank.
- b. **Assistant Professor:** An individual with a doctoral or other appropriate terminal degree who has potential of making excellent achievements in at least one (1) of the three (3) core academic areas, and will assume some academic citizenship responsibilities in the COM. Appointment at this rank is based on a promise of achievement and scholarly independence rather than evidence of achievement and scholarly independence. There are four steps (I-IV) in the Assistant Professor rank.
- c. **Associate Professor:** An individual with a doctoral or other appropriate terminal degree who has made excellent contributions in at least one (1) of the three (3) areas, who has gained at least a regional or emerging national reputation, exhibits progressive scholarly independence, and has at least minimal contributions in a second core academic area. He/she also carries significant academic citizenship responsibilities on behalf of the COM and/or the university. There are three steps (I-III) in the Associate Professor rank.
- d. **Professor:** An individual with a doctoral or other appropriate terminal degree who continues to make outstanding contributions in least one (1) of the three (3) areas of the COM, exhibits progressive scholarly independence, and who has gained a high level of national and/or international recognition. He/she also carries significant academic citizenship responsibilities on behalf of the COM and/or the university. There are nine steps (I-IX) in the Professor rank.

2. Review Schedule

A Faculty Activity Plan and Evaluation will be used each year to assess and document success at achieving the agreed and stated goals, objectives and outcomes delineated in a Faculty Activity Plan; the Plan must be revised for each proposed advancement in academic step or rank. In addition to each faculty member being evaluated by his/her department chair or academic leader annually, all Assistant Professors and Associate Professors will be evaluated every two years and all Professors every 3 years by the COM A&P Committee. The review pathway is described in Section V.

C. Prefix Faculty

Prefix Series Faculty members are individuals who contribute to the COM mission through part-time or voluntary participation in clinical education and teaching, community service, or research and scholarship. They make important contributions to the diverse mission of the COM, but they do not meet the definition of Career Academic or Academic Faculty (see Section II.A. and II.B.). Prefix Series Faculty members are represented in faculty governance according to the faculty governance policies of the COM. Prefix Series Faculty include their area of contribution in their title.

1. Areas

- a. The Clinical Faculty title will be used for faculty who are primarily involved in patient care teaching at CDU, CDU owned, operated or an affiliated clinical site and who are without other academic appointments (i.e., in private practice). Minor or occasional effort in one or two academic activities would justify appointment as Clinical Faculty.
- b. The Community Faculty title will be used for faculty who are primarily involved in community-related activities or organizations. Typically, a non-clinician, but may be a clinician. Minor or occasional effort in one or two academic activities would justify appointment as Community Faculty.
- c. The Research Faculty title will be used for faculty with primary faculty appointments outside the COM or CDU or who are without other academic appointment. They may be a clinician or non-clinician who are part-time and contributing to a sustained research effort or teaching research. Individuals who hold a faculty title at another college of university would typically be appointed at the equivalent rank. Minor or occasional effort in one or two academic activities would justify appointment as Research Faculty.

2. Ranks

- a. Clinical/Community/ Research/Instructor: An individual who has attained the minimal degree appropriate to the discipline (e.g., Master's degree), who may still be in training (e.g. senior post-doctoral fellow, resident or fellow), and who has an appropriate balance between academic and other professional experiences. Appointment at the Instructor Rank holds little expectation or obligation to progress to higher rank unless there are exceptional circumstances.
- b. Clinical/Community/ Research/Assistant Professor: An individual with a doctoral or other appropriate terminal degree who has potential of making excellent achievements in at least one (1) of the three (3) areas. Appointment at this rank is based on a promise of achievement and scholarly independence rather than evidence of achievement and scholarly independence. Contributions are required, but expectations to progress in rank are minimal. There is no time limitation for remaining at the Assistant Professor rank in the Prefix Series
- c. Clinical/Community/ Research/Associate Professor: An individual with a doctoral or other appropriate terminal degree who has made excellent contributions in at least one (1) of the three (3) areas, exhibits progressive scholarly independence, and who has gained at least a regional or emerging national reputation.
- d. Clinical/Community/ Research/Professor: An individual with a doctoral or other appropriate terminal degree who continues to make outstanding contributions in least one (1) of the three (3) areas of the COM, exhibits progressive scholarly independence, and who has gained a high level of national and/or international recognition.
- e. There are no steps in the Prefix Series at any rank.

3. Review Schedule

A Faculty Activity Plan and Evaluation will be used each year to assess and document success at achieving the agreed and stated goals, objectives and outcomes delineated in a Faculty Activity Plan; the Plan must be revised as part of a five-year renewal dossier. In addition to each faculty member being evaluated by his/her department chair or academic leader annually, and submission of a new Plan for appointment renewals, appointment or promotion to the rank of Associate Professor or Professor will require a review by the COM A&P Committee as defined in Section IV. All Prefix Faculty appointments will have an automatic five-year expiration date unless re-appointed.

D. Emeritus Faculty Status

1. Emeritus status

- a. The *emeritus* designation is regarded as an extraordinary title which is given for extraordinary service, or in recognition of long and faithful service. Accordingly, *emeritus* status is bestowed only on those individuals who have contributed measurably to the Charles R. Drew University.

2. Criteria for emeritus

- a. Retired or resigned faculty member or faculty administrator in good standing at the time of separation from the University
- b. Ten or more years of continuous exemplary service to the University
- c. Associate or full professor or senior academic leadership designation

3. Process

- a. Nominated by an academic officer of the University, such as their department Chair or Program Director, a Dean, or Provost.
- b. Recommendation letter from the Dean, and current CV
- c. Candidate will undergo peer review process; approval required at each step prior to being forwarded
- d. COM A&P Committee
- e. Academic Senate A&P Committee
- f. Academic Affairs Sub-committee of the Board of Trustees

III. Initial Faculty Appointments

A. Career Academic Series or Academic Series

The chair must receive written approval from the Dean of the College of Medicine prior to initiating the recruitment and appointment process.

Requests for initial faculty appointments can be made at any time and will be reviewed on an *ad hoc* basis. The chair must designate, in the appointment/nomination letter, an academic area in which the faculty member must obtain a regional or emerging national reputation to be promoted to Associate Professor or a high-level national or international reputation to be promoted to Professor. This area may be changed later upon written mutual agreement of the chair and faculty member, but not after the beginning of the sixth provisional year.

1. Instructor

Initial appointments at the level of Instructor can be made at the department level with approval of the affiliate head or department chair and COM Dean. Appointment at the Instructor Rank holds little expectation or obligation to progress to higher rank unless there are exceptional circumstances.

2. Assistant Professor or Associate Professor or Professor

All initial appointments at the rank of Assistant Professor, Associate Professor or Professor require review and approval process, as specified in Section V. The department must submit those documents required by the A&P Committee for their review (Attachment F). Each department, cluster, or academic unit must review the candidate and make a recommendation for appointments. Written external letters of evaluation (see Section V.B.2. and Section V.C.) must be obtained for candidates at the level of Associate Professor and Professor, unless there are extenuating circumstances that are agreed upon in writing by the COM Dean.

B. Prefix Series

Requests for initial faculty appointments can be made at any time and will be reviewed on an *ad hoc* basis. The chair must designate, in the appointment/nomination letter, an academic area in which the faculty member must obtain a regional or emerging national reputation to be promoted to Associate Professor or a high-level national or international reputation to be promoted to Professor.

Appointments in the Prefix Series have a five-year automatic expiration date unless reappointed.

1. Instructor or Assistant Professor

Appointment of Clinical/Community/Research faculty at the level of Instructor or Assistant Professor requires recommendation by the Department Chair, COM A&P Committee, and final approval of the COM Dean.

2. Associate Professor or Professor

Appointment of Clinical/Community/ Research faculty at the level of Associate Professor requires recommendation by the Department Chair, COM A&P Committee, COM Dean, University A&P Committee, and final approval of the Provost.

Appointment of Clinical/Community/Research faculty at the level of Professor requires recommendation by the Department Chair, COM A&P Committee, COM Dean, University A&P Committee. Provost makes recommendation to the Board of Trustees Academics Affairs Committee and final approval by the University President.

3. Switching from Prefix Series faculty to Career Academic Series or Academic Series faculty requires a new appointment as outlined in Section III.

External Reviewers:

For appointment as an Associate Professor – Five letters of recommendation are required, at least 2 external to the candidate’s previous institution, from individuals at the Associate Professor level or higher (or at a commensurate level if the previous institution is not a university).

For appointment as a Professor – At least 6 letters of recommendation are required, only 2 of which can from Associate Professors, while a minimum of 4 must be from individuals at the Professor level. Furthermore, a minimum of 3 must be external to the candidate’s previous institution, 2 of which must be from individuals at the Professor level. If the candidate’s previous institution is not a university, the letters must be from individuals at a commensurate level.

C. Materials Required for Review

All appointments require a current Curriculum Vitae, a nomination letter from the Department Chair /Cluster Leader/Academic Leader or affiliate head that includes the expected contribution of the faculty member to the COM; a letter of recommendation from the affiliate head (if appropriate) and a self-statement. The Faculty Activity Plan will be negotiated with the Department Chair/Cluster Leader/Academic Leader and serve to document the specific contributions that the faculty member is expected to achieve over the course of the next two or three years, coinciding with the duration of the regular peer review cycle for the particular academic rank of the faculty member.

See Attachment F for complete list of additional materials required for appointment of Assistant Professors, Associate Professors and Professors in the Career Academic Series and Academic Series, and Clinical/Community/ Research Associate Professors and Professors in the Prefix Series.

The candidate for appointment or promotion is required to provide all required documents to the COM Office of Academic Personnel who will distribute all the materials for appointment. The COM A&P Committee will send its recommendation to the COM Dean.

1. Planning to assure that the faculty member will achieve the goals documented in the Faculty Activity Plan. The Department Chair/Cluster Leader/Academic Leader assists and guides the faculty member in this planning process.

2. The Faculty Activity Plan (FAP) essentially functions as the Memorandum of Understanding between the faculty member, his/her Department Chair/Cluster Leader/Academic Leader, and the College of Medicine. The initial form of the document (FAP) states specifically what the faculty member will do in the coming academic year in the broad areas of (1) Education and teaching; (2) Scholarship and research; (3) Service to the university, professions and other communities; (4) Clinical Service; (5) Administration (when applicable).

IV.-Contribution and-Promotion Review

All faculty, regardless of series or rank, are expected to make at least minimal contributions through academic citizenship and accomplishments in a core academic or service area. The attached Contribution template is intended to prompt thinking about areas or indicators of accomplishment, and will not be used in deliberations for faculty retention or promotion. (See Appendices B-E).

The promotion process is a vehicle for recognizing and rewarding faculty for noteworthy academic achievement, contribution and promulgation of the core academic areas valued by the COM. These accomplishments must also reflect documented benefit to the CDU COM.

Promotion will be based primarily on Academic Citizenship (Section I.A, and Appendix B) and on accomplishments in the academic areas valued by the COM (Education and Teaching; Scholarship and Research, or Service Excellence – Sections I.B.1, 2, 3 and Appendix C, D, and E respectively) ***The focus will be on the accomplishments since the last promotion, but the candidate's entire body of work will be considered.*** Academic citizenship is an extremely important contribution to the mission of the COM and will be evaluated appropriately during promotion considerations; however, service alone will not be sufficient for promotion. The review process is delineated in Section V.

Accelerated promotions either to jump a step in-rank (i.e., Step II to Step IV) or to jump a step from one rank to the next (i.e., Assistant Professor, Step III to Associate Professor Step I) or in less time than expected for a typical single step advancement is possible and requires the following. (1) Documented evidence of achievement since the time of last promotion that contributions were significantly greater than expected based on the Faculty Activity Plan and Evaluation (2) Chair/Cluster Leader/Academic Leader letter; (3) complete dossier packet.

A. Career Academic Series

Promotion is based on documented achievement of appropriate goals related to Education and Teaching; Scholarship and Research, or Service Excellence. Promotion in the Career Academic Series requires evidence that the faculty member had excellent achievements in at least two (2) of the three (3) core academic areas. All Career Academic Series faculty members are expected to have had at least minimal activity in the third area. Career Academic Series faculty also must provide evidence of appropriate academic citizenship to the COM and/or its affiliates. The Department Chair and the faculty member shall decide upon an academic area in which the faculty member must obtain a regional or emerging national reputation to be promoted to Associate Professor or a high-level national or international reputation to be promoted to Professor. This area may be changed later upon written mutual agreement of the chair and faculty member, but not after the beginning of the sixth provisional year. For activity to be regarded as excellent or outstanding there must be evidence that the achievement in the core academic area also serves to benefit the COM.

- 1. Assistant Professor to Associate Professor:** Requires a minimum of five years at the Assistant Professor rank and significant contribution in two of the three academic areas: (1) Education and Teaching, (2) Scholarship and Research or (3) Service Excellence. There must be evidence of regional or emerging national recognition and progressive scholarly independence; additionally, there should be evidence of some minimal activity in the third academic area. There also must be evidence that academic citizenship contributions to the COM must be rated as at least good.
- 2. Associate Professor to Professor:** Requires significant contribution in two of the three academic areas: (1) Education and Teaching, (2) Scholarship and Research or (3) Service Excellence. There must be evidence of a high level of national/international recognition and progressive scholarly independence; additionally, requires that there be evidence of at least minimal activity in the third area. There also must be evidence that academic citizenship contributions to the COM must be rated as at least minimal. Requests for consideration for promotion may be initiated by the faculty member and submitted in writing to the Department Chair. Faculty initiated promotion requests will go forward with or without support of the Department Chair. Promotion from Associate Professor to Professor is independent of the length of participation on the COM faculty.

B. Academic Series

Promotion is based on documented achievement of appropriate goals related to Education and Teaching; Scholarship and Research, or Service Excellence. Promotion in the Academic Series requires evidence that the faculty member had excellent achievements in at least one (1) of the two (2) core academic areas of Education/Teaching or Research/Scholarship. All Academic series faculty members are expected to have at least minimal activity in a second area (which may be in the third core academic area of Service Excellence) and must provide evidence of appropriate academic citizenship to the COM and/or its affiliates.

The Department Chair and the faculty member shall decide upon an academic area in which the faculty member must obtain a regional or emerging national reputation to be promoted to Associate Professor or high-level national or international reputation to be promoted to Professor. This area may be changed later upon written mutual agreement of the chair and faculty member. For activity to be regarded as excellent or outstanding, there must be evidence that the achievement in the core academic area also serves to benefit the COM.

- 1. Assistant Professor to Associate Professor:** Requires a minimum of five years at the Assistant Professor rank and significant contribution in one of the three academic areas: (1) Education and Teaching, (2) Scholarship and Research or (3) Service Excellence with evidence of regional or emerging national recognition and progressive scholarly independence; additionally, there should be evidence of at least minimal activity in a second academic area. There also must be evidence that academic citizenship contributions to the COM must be rated as at least good.
- 2. Associate Professor to Professor:** Requires a significant contribution in one of the three academic areas: (1) Education and Teaching, (2) Scholarship and Research or (3) Service Excellence with evidence of a high level of national/international recognition and progressive scholarly independence; additionally, requires that there be evidence of at least minimal activity in a second area. The candidate is rated in only one of the three academic areas. There also must be evidence that academic citizenship contributions to the COM must be rated as at

least minimal. Requests for consideration for promotion may be initiated by the faculty member and submitted in writing to the Department Chair. Faculty initiated promotion requests will go forward with or without support of the Department Chair. Promotion from Associate Professor to Professor is independent of the length of participation on the COM faculty.

C. Prefix Series

It is expected that faculty in the Prefix Series will have some evidence of achievement in their specified area to retain their appointment beyond the five-year automatic expiration date. Prefix Series faculty are also required to have favorable evaluations and a minimum specified faculty development. Additionally, promotion in rank beyond mere retention requires the following:

Clinical/Community/Research Instructor to Clinical/Community/Research Assistant Professor: Requires a good rating in contribution area.

Clinical/Community/Research/Assistant Professor to Clinical/Community/Research/Associate Professor: Requires an excellent rating in contribution area.

Clinical/Community/Research/Associate Professor to Clinical/Community/Research/Professor: Requires an outstanding rating in contribution area with evidence of national or international recognition in the contribution area.

1. Instructor or Assistant Professor

Promotion within the rank of Clinical/Community/Research/ Instructor or Assistant Professor in the Prefix Series is determined by review within the affiliate or department with the approval of the COM Senior Associate Dean for Academic Affairs.

2. Associate Professor to Professor:

The same process as outlined above (Section IV.B.) for Academic Series Faculty is followed for promotion from Associate Professor to Professor in the Prefix Series except the affiliate head or Department Chair recommendation goes to the COM Dean.

V. Promotion Review Pathway

Recommendations for appointment and promotion decisions originate with departments and are reviewed at several levels. All Faculty at every rank and series undergo peer review by the A&P Committee. The COM Dean will make the final decision for Instructor and Assistant Professor actions, after review by the COM A&P Committee; the CDU Provost for Associate Professor actions, and the President for full Professor and Emeritus Professor actions.

A. General

For all promotion considerations from Instructor to Assistant Professor and from Assistant to Associate Professor or Associate Professor to Professor, faculty members must submit all required materials (see Appendix F and G) to their affiliate head or department chair for review. There is no maximum mandatory time period for promotion from Assistant to Associate Professor and no minimum mandatory time period for promotion between ranks from Associate Professor to Professor. The faculty member may initiate promotion review, in writing. Faculty-initiated

promotion requests will go forward with or without the support of the Department Chair.

B. Department/Associate Dean for Academic Affairs Review

1. Midterm Review

After four years in rank, all Assistant Professors in the Career Academic Series or Academic Series must receive a formal review at the department level and by the Senior Associate Dean for Academic Affairs. This review is to help identify the faculty member's strengths and weaknesses relevant to the promotion process. The format of the review is determined by the individual departments, but should involve faculty in the same series and not solely the Department Chair. COM faculty from outside the department may be included in the review process if necessary or appropriate for evaluation of the candidate. The Senior Associate Dean for Academic Affairs will send the faculty member a written evaluation with recommendations.

2. Promotion Review

The review process for promotions will be initiated in the Office of the Dean at least nine (9) months before the anticipated date of promotion, by sending the candidate and his/her Chair/Cluster Leader/Academic Leader a letter indicating the impending review.

The candidate should provide the department with at least five (5) and not more than ten (10) representative publications covering the time in current rank. The publications provided should be those that are felt to best exemplify the scholarship of the candidate.

This review will also include solicitation of external written letters of evaluation from faculty not associated with the COM (see Section V.C.).

Review of Prefix Series faculty for promotion to Associate Professor requires COM A&P Committee, COM Dean, University A&P Committee recommendation, and Provost final approval. Review of promotion to Professor requires COM A&P Committee, COM Dean, University A&P, Provost recommendations. Final approval of the Board of Trustees Academic Affairs Committee and University President.

C. External Reviewers

The Department Chair, in consultation with the chair A&P Committee, will develop an additional list of reviewers (see required letters below) not specified by the candidate. Outside reviewers should be chosen carefully to provide a fair and impartial evaluation of the candidate's achievements in comparison to faculty of a similar rank at comparable universities or health science centers. It is recommended that reviewers not be limited to personal acquaintances. The suitability of the external evaluators will be closely reviewed at the COM level. The two separate lists of potential reviewers will be submitted to the Senior Associate Dean for Academic Affairs, who will solicit letters from the individual reviewers, with equal representation from both the candidate's list of reviewers and the list prepared by the Department Chair. Sufficient requests should be sent to receive the required external evaluation letters.

For Promotion to Associate Professor - A minimum of five letters of evaluation must be obtained for Career Academic Series and Academic Series faculty; outside letters are not required for Prefix Series (Clinical/Community/ Research) faculty. At least two extramural letters are required (outside of

Charles R. Drew University of medicine and Science). Letters are to be from Associate Professor level or higher. If the candidate has a joint appointment at UCLA, letters from individuals at that institution are considered intramural, otherwise, letters from UCLA are extramural. The candidate will submit a list of three to six potential external reviewers.

For Promotion to Professor – At least 6 letters of recommendation, only 2 of which can be from Associate Professors, while a minimum of 4 must be from individuals at the Professor level. Furthermore, a minimum of 3 of the letters must be extramural (from referees outside of Charles R. Drew University of Medicine & Science), 2 of which must be from individuals at the Professor level. If the candidate has a joint appointment at UCLA, letters from individuals at that institution are considered intramural, otherwise, letters from UCLA are extramural.

The Curriculum Vitae of the candidate and promotion criteria will be sent to each reviewer who will be asked to provide a frank and critical assessment of the candidate based on both personal knowledge and on the information contained in the Curriculum Vitae. Each outside reviewer will be asked to respond to the following: (1) personal knowledge of the candidate; (2) the candidate's performance in the specified academic areas; (3) the extent of the candidate's scholarly independence and/or service leadership; (4) the extent of their professional reputation; and (5) performance and quality of the candidate in service to the University, Professions or Other Communities. All letters received by the Associate Dean for Faculty Affairs will be returned to the department for consideration as part of the review of the candidate. After this internal review, the department will submit the Department A&P Committee recommendation to the Department Chair. The Department Chair will submit the Department A&P Committee recommendation, the recommendation of the Chair, Curriculum Vitae of the candidate, all external letters of evaluation, and all other required materials (Appendix G) to the Office of Academic Personnel for final technical review. Satisfactory dossiers will be placed on the agenda of the next scheduled meeting of the COM A&P Committee.

D. Department Chair/Cluster Leader/Academic Leader

For promotion of Clinical/Community/Research faculty in the Prefix Series, the affiliate head or department chair will submit to the COM Senior Associate Dean for Academic Affairs written letters of recommendation from the Department A&P Committee, the Department Chair, the Affiliate Head; the candidate's Curriculum Vitae in the COM format and Self-Statement (see Appendix F, G); and the required transmittal form and formatted letter (see Appendix G, H). Supporting external letters are not required. Negative decisions are not forwarded to the COM Senior Associate Dean for Academic Affairs.

The COM Senior Associate Dean for Academic Affairs will distribute the above materials to the COM A&P Committee for review and recommendation.

E. COM A&P Committee

1. To ensure uniform application of criteria across the COM, there will be only one COM A&P Committee. The committee will function as follows:
 - a. 9 faculty members appointed by the College of Medicine Faculty Executive Board in consultation with the Dean of the College of Medicine from a pool of nominated and self-nominated COM faculty.
 - b. One of the 9 will be appointed as Chair, and will vote to break a tie.
 - c. Committee members will not be representing any department or discipline, but rather will represent the College of Medicine.
 - d. A quorum will be 5 members.
 - e. Senior Associate Dean for Academic Affairs will be ex-officio to the committee, but may assume a voting position to assure a quorum.
 - f. Candidates for appointment or promotion will not need to be presented by a representative from their respective department.
 - i. A 2-reviewer system will be used, whereby members of the committee are assigned candidates that will be considered at that meeting.
 - ii. The primary and secondary reviewer will be assigned to review the full dossier in depth and present the candidates credentials at the meeting.
 - iii. The remaining members of the A&P Committee will receive the abridged dossier for review, but will have access to all materials in the full dossier by request before the meeting and at the time of the meeting.
 - g. Majority vote will prevail.
 - h. Recommendation will be forwarded to the COM Dean.
 - i. Committee members will sign a confidentiality/non-disclosure agreement on an annual basis, this agreement will be referenced in the meeting sign-in sheet. (See Appendix J.)
2. The A& P Committee considers both quantitative and qualitative evidence. The distribution of contributions across Core Areas constitute the quantitative assessment. The A&P Committee evaluates the quality of the packet through qualitative assessment of the written presentation by the faculty candidate (Self-Statement), Nominating/Chair Letter, Letters of Recommendation, and the evaluation of the evidence (CV, Faculty Activity Plan and Evaluation, qualitative presentations).
3. The A&P Committee shall make one of the following determinations:
 - a. Support the recommendation for appointment or promotion in the requested Series and at the requested Rank.

- b. Recommend appointment or promotion in another Series or at another Rank.
- c. Defer action with specific requests for additional information (this action should only be taken if the A&P Committee believes additional information is required to make a determination).
- d. Deny the appointment or promotion
 - i. Detailed justification is required.
 - ii. Specify date certain (i.e., 6, 12, or 24 months) when reconsideration might be evaluated.

F. COM Dean

The COM Dean will review recommendations made by the COM A&P on promotions. Final decisions for promotions to Professor will be made by the Academic Affairs Committee of the Board of Trustees.

G. Notification Process for Promotion to Associate Professor and Professor

A faculty member shall be advised in writing of the recommendation for or against promotion by the COM Dean.

H. Appeal A faculty member who is denied appointment renewal or advancement in academic step or rank may request reconsideration of and at the time of the decision, according to the terms of the university-wide policy on “CDU Faculty Appointments and Promotions Decisions: Reconsideration Policy and Procedure.” (See Appendix I.)

I. Periodic Review

Each faculty will be evaluated by his/her Department Chair, Cluster Leader or Academic Leader annually to complete a Faculty Activity Plan and Evaluation and to determine whether changes are needed to the Faculty Activity Plan. The normative period of review by the COM A&P Committee is two years for all Assistant Professors and Associate Professors, and every 3 years for Professors; every faculty member must be reviewed at least every five years. Emeritus Professors are exempt from all peer-review requirements

J. Expiration Date

These Faculty Appointment and Promotions Criteria and Definitions will be in force for five years unless revised or re-affirmed by action of the Faculty of the College of Medicine. **If no action is taken, these Faculty Appointment and Promotions Criteria and Definitions expire at the end of June 2026.**

Appendices

Appendix A: COM Faculty Series; Appendix B: Academic Citizenship; Appendix C: Education Teaching Achievements; Appendix D: Scholarship and Research Achievements; Appendix E: Service Excellence; Appendix F: Documents Required; Appendix G: Guidelines and Sample Documents
Appendix H: COM Appointments and Promotions Pathway

OFFICE OF RESPONSIBILITY

COM Senior Associate Dean for Academic Affairs, Office of the Dean

Appendices

Appendix A: COM Faculty Series
(See Section II)

Charles R. Drew University of Medicine & Science
College of Medicine
Proposed Faculty Series

Series	Ranks and Steps	Expectations and Obligations for Retention	Promotion	A&P Process
Career Academic – Title without prefix or identifier of series	<ul style="list-style-type: none"> • Instructor (No steps) • Assistant Professor (Step: I-IV) • Associate Professor (Step: I-III) • Professor (Step: I-IX) 	<ul style="list-style-type: none"> • Significant Contribution • Academic Citizenship • Performance in 3 Areas <ul style="list-style-type: none"> ○ Education and Teaching ○ Research & Scholarship ○ Service Excellence • Excellent performance in 2 of the 3 areas • Progressive scholarly independence • Teaching Evaluations • 4 hours annual Faculty Development • Annual Faculty Activity Plan and Evaluation • New Faculty Activity Plan with advancement • 2-year A&P Committee review for Assistant and Associate Professor • 3-year A&P Committee review for Professor 	<ul style="list-style-type: none"> • Assistant to Associate <ul style="list-style-type: none"> ○ 5 years minimum at the Assistant Professor Rank ○ 8 years maximum at the Assistant Professor Rank with positive mid-term review ○ Excellent Performance ○ Increasing Scholarly Independence ○ Regional or National Reputation • Associate to Professor <ul style="list-style-type: none"> ○ Independent of length of participation on COM Faculty ○ Outstanding Performance ○ Scholarly Independence ○ National or International Reputation 	<ul style="list-style-type: none"> • Dean final for all Instructor and Assistant Professor • Provost final for all Associate Professor • President final for full Professor

Series	Ranks and Steps	Expectations and Obligations for Retention	Promotion	A&P Process
Academic – Title without prefix or identifier of series	<ul style="list-style-type: none"> • Instructor (No steps) • Assistant Professor (Step: I-IV) • Associate Professor (Step: I-III) • Professor (Step: I-IX) 	<ul style="list-style-type: none"> • Academic Citizenship • Performance in 3 Areas <ul style="list-style-type: none"> ○ Education and Teaching ○ Research & Scholarship ○ Service Excellence • Excellent performance in 1 of the 2 core areas of Education/Teaching or Research/Scholarship • Teaching Evaluations • 4 hours annual faculty development • Annual Faculty Activity Plan and Evaluation • New Faculty Activity Plan with Advancement • 2-year A&P Committee review for Assistant and Associate Professor • 3-year A&P Committee review for Professor 	<ul style="list-style-type: none"> • Assistant to Associate <ul style="list-style-type: none"> ○ 5 years minimum at the Assistant Professor Rank ○ 8 years maximum at the Assistant Professor Rank with positive mid-term review ○ Excellent Performance ○ Increasing scholarly independence ○ Regional or National Reputation • Associate to Professor <ul style="list-style-type: none"> ○ Independent of length of participation on COM Faculty ○ Outstanding Performance ○ Scholarly Independence ○ National or International Reputation 	<ul style="list-style-type: none"> • Dean final for all Instructor and Assistant Professor • Provost final for all Associate Professor • President final for full Professor

Series	Ranks and Steps	Expectations and Obligations for Retention	Promotion	A&P Process
<p>Prefix – Clinical/ Community/ Research - Title mandates prefix or identifier of series</p>	<ul style="list-style-type: none"> • Instructor (No steps) • Assistant Professor (No steps) • Associate Professor (No steps) • Professor (No steps) 	<ul style="list-style-type: none"> • Part-time • Performance in 1 Area <ul style="list-style-type: none"> ○ Education and Teaching ○ Research & Scholarship ○ Professional Service ○ Clinical Service ○ Academic Citizenship • Teaching Evaluations • 4 hours annual faculty development • Annual Faculty Activity Plan and Evaluation • New Faculty Activity Plan with re-appointment or advancement • A&P Committee review for appointment or promotion to Associate Professor or Professor • Automatic 5-year expiration date unless re-appointed 	<ul style="list-style-type: none"> • No clock or window for advancement • Chair/affiliate head evaluation • Evidence of faculty development • Teaching evaluations • Progressive independence or leadership in area of expertise 	<ul style="list-style-type: none"> • Dean final for all Instructor and Assistant Professor • Provost final for all Associate Professor • President final for full Professor

Appendix B: Academic Citizenship

(See Section I.A)

<u>Contributions in Academic Citizenship</u>
A. Faculty Appointments and Promotions Committee
B. Educational Policy and Curriculum Committee
C. Medical Student Admissions Committee
D. Medical Student Promotions Committee
E. Medical Student Research Thesis Committee
F. Graduate Medical Education Committee
G. Graduate Medical Education Strategic Planning Committee
H. Continuing Medical Education (CME) Advisory Board
I. Institutional Review Board (IRB)
J. Animal Care and Use Committee
K. COM Faculty Governance (Faculty Council)
a. Officer
b. Committee, Task Force, or Ad Hoc Committee Chair
c. Committee, Task Force, or Ad Hoc Committee Member
L. University Faculty Governance (Academic Senate)
a. Officer
b. Committee, Task Force, or Ad Hoc Committee Chair
c. Committee, Task Force, or Ad Hoc Committee Member
M. University Committees and Task Forces
a. Strategic Planning
b. WASC preparation
c. Technology
d. Special Projects
e. Ad Hoc Committees
N. Recognized excellence for contributions to COM through academic citizenship
O. Institutional Program Director/Infrastructure Director/Program Director
P. Other

Appendix C: Education Teaching Achievements

(See Section I.B.1)

A List of Specific Medical School Faculty Activities in Education
Teaching
1. Lecture activity
• Lecturing in preclinical, clinical, or graduate course
• Lecturing during grand rounds
• Live Internet lectures
• Enduring lectures (Web-based, Podcast, video, audio tape)
2. Laboratory Activity
• Providing instruction in wet laboratory, computer laboratory, or skills laboratory activities
• Providing instruction in research laboratory work
3. Small-Group Activity (Non-Clinical)
Serving as tutor or facilitator in problem-based learning
• Serving as small-group leader in a course
• Serving as seminar leader
• Serving as journal club leader
• Serving as group leader for research or publication review
4. Individual Activity (Non-Clinical)
• Serving as individual tutor
• Serving as advisor or mentor for students and trainees
• Mentoring graduate students and post-docs
• Serving as research preceptor or thesis director
• Giving assistance with grant or manuscript preparation
5. Clinical Activity
• Performing inpatient teaching during attending rounds
• Teaching during inpatient consultation rounds
• Teaching in surgery or special clinical procedure rooms
• Serving as preceptor for student-housestaff patient care team
• Serving as outpatient clinic attending
• Serving as ambulatory care attending
• Serving as case-based session leader on wards or in clinic
• Serving as clinical conference leader
• Conducting student or resident morning report
• Serving as housestaff advisor
Development of Education Products
1. Development of education units
• Developing a major curricular unit (e.g., course, clerkship, or laboratory program)
• Developing a minor curricular unit (e.g., lab session, problem-based learning case, or conference)
• Participating in computer-based learning design and development
• Participating in major revision of course, clerkship, laboratory, or other units
• Development of Continuing Medical Education and other Professional Development curricula (e.g., course, workshop, seminar)
2. Development of education materials

<ul style="list-style-type: none"> • Developing innovative teaching methods, learning tools, or distance learning
<ul style="list-style-type: none"> • Developing syllabus or manual (e.g., course or laboratory)
<ul style="list-style-type: none"> • Developing teaching materials
<ul style="list-style-type: none"> • Developing examinations and other evaluation tools
3. Development of personnel
<ul style="list-style-type: none"> • Participating in standardized patient orientation and training
<ul style="list-style-type: none"> • Developing faculty and staff skills
Education Administration and Service
1. Direction of education components
<ul style="list-style-type: none"> • Serving as program director (e.g., directing graduate or residency program)
<ul style="list-style-type: none"> • Serving as course chair
<ul style="list-style-type: none"> • Serving as clerkship chair
<ul style="list-style-type: none"> • Serving as laboratory director
<ul style="list-style-type: none"> • Serving as elective director (e.g., research, preclinical, clinical)
<ul style="list-style-type: none"> • Serving as director of review activities for certification examination
2. Evaluation of education
<ul style="list-style-type: none"> • Evaluating student, resident, or other trainee performance
<ul style="list-style-type: none"> • Evaluating and mentoring faculty educators
<ul style="list-style-type: none"> • Evaluating major curriculum changes
<ul style="list-style-type: none"> • Evaluating education programs
3. Administration of education
<ul style="list-style-type: none"> • Providing leadership at school level (e.g., education dean)
<ul style="list-style-type: none"> • Managing course, clerkship, laboratory, conference, or elective activities
<ul style="list-style-type: none"> • Designing and administering training programs, including research training
<ul style="list-style-type: none"> • Providing education committee service and leadership
4. Special Service
<ul style="list-style-type: none"> • Serving in outreach programs (e.g., K – 12, college, community, and government)
<ul style="list-style-type: none"> • Serving in outreach programs internationally
Scholarship in Education
1. Research in education
<ul style="list-style-type: none"> • Submitting an education grant proposal (internal or external)
<ul style="list-style-type: none"> • Receiving an education award (internal or external)
<ul style="list-style-type: none"> • Directing education research or scholarly project (internal or external)
<ul style="list-style-type: none"> • Collaborating on education scholarship (internal or external)
2. Publications in education
<ul style="list-style-type: none"> • Publishing peer-reviewed articles
<ul style="list-style-type: none"> • Publishing non-peer-reviewed articles
<ul style="list-style-type: none"> • Publishing on the Internet (peer-reviewed articles)
<ul style="list-style-type: none"> • Publishing on the Internet (non-peer-reviewed articles)
<ul style="list-style-type: none"> • Publishing abstracts
<ul style="list-style-type: none"> • Publishing book chapter
<ul style="list-style-type: none"> • Authoring a book or books
<ul style="list-style-type: none"> • Having publications in other media (e.g., video, CD)
3. Presentation in education
<ul style="list-style-type: none"> • Making internal presentations

<ul style="list-style-type: none"> • Making invited external keynote, plenary, or symposium lectures or presentations
<ul style="list-style-type: none"> • Making external abstract-based oral or poster presentation
4. Service on editorial boards, review bodies, or in elected positions
<ul style="list-style-type: none"> • Serving as book or journal editor
<ul style="list-style-type: none"> • Serving as editorial board member or chair
<ul style="list-style-type: none"> • Reviewing manuscripts, media etc
<ul style="list-style-type: none"> • Reviewing grants
<ul style="list-style-type: none"> • Serving in elected office in educational organizations
<ul style="list-style-type: none"> • Providing consultation in education
5. Receiving education awards and prizes (internal and external)

Adapted from Nutter, D.O., *et al.*, 2000, Measuring Faculty Effort and Contributions in Medical Education, *Academic Medicine*, 75 (2), 199-207.

Appendix D: Scholarship and Research Achievements
(See Section I.B.2)

<u>Contributions in Scholarship and Research (clinical sciences, basic sciences, educational sciences)</u>
A. Peer Reviewed Publications (Scientific Communications)
1. First or senior author
2. Second or third author
3. Other author
4. Member of a writing group
5. Case report
6. Letter to the Editor
7. Reports
8. Book author
9. Book editor (contributed book)
10. Book chapter
B. Non-Peer-Reviewed Publications
1. Invited editorial article
2. Invited review article
3. Book author
4. Book editor (contributed book)
5. Book chapter
6. Articles
7. Research Reports
8. Publications in other media (e.g., Internet, podcast, video, CD)
9. Other
10. Passim (articles or stories about the faculty member)
C. Presentations at regional, national and international meetings
1. Keynote address (invited)
2. Symposium lectures (invited)
3. Plenary address (invited/peer reviewed)
4. Workshop (invited/peer reviewed)
5. Invited presentations
6. Oral presentation (peer reviewed)
7. Poster presentation (peer reviewed)
8. Other
D. Peer Reviewer Activity
1. Editor of a journal
2. Assistant/Associate Editor
3. Editorial Board member
4. Journal reviewer
5. Chair of NIH/NSF study section
6. Member of NIH/NSF study section
7. Chair NIH emphasis panel
8. Member NIH emphasis panel
9. Ad hoc reviewer
10. National task force/committee member
11. Other grant reviewer
12. Other

E. Grants (A, B, C levels) NIH or equivalent Study Section
1. Principal Investigator
2. Co-Principal Investigator
3. Co-Investigator
4. Consultant
5. Key personnel (technical)
6. Levels
a. A Level: Federal funding: NIH/NSF R-Series, DOD, Infrastructure
b. B Level: Non-Federal funding: Foundations, Hierarchical (competitiveness, IDC, institutional alignment)
c. C Level: Pilot project, start-up, seed funding
F. Intellectual Property Development
1. Patents
2. Copyrights
3. Other inventions
G. Collaborations/Intra- and Inter-Institutional Participation
1. Interdisciplinary products
2. Cross-center products
3. Inter-institutional products
4. Cross-college products
H. Awards, special achievements, special recognition
1. International, national and regional awards
2. Election to scientific societies

Appendix E: Service Excellence

(See Section I.B.3)

Service Excellence is anchored in achievement, a professional reputation for excellence, and innovation or leadership to the professions, external communities or clinical service. This contribution best describes the faculty member's ambassadorship on behalf of the COM and CDU to the outside world.

<u>Contributions in Service Excellence</u>
A. Service to Professional Associations and Societies – Service to professional association and societies (i.e., IOM, NMA, AAMC, discipline or specialty-specific associations) beyond membership and attending conferences
1. Leadership
a. Officer
b. Committee chair
c. Committee member
2. Site visitor/Program evaluator
3. Receiving award or prize for service
B. External Community activities – These activities relate to service at the local, state, national or international level to agencies, policy and governmental committees, think-tanks, and task forces.
1. Leadership
a. Officer
b. Member of the Board of Directors
c. Member of Community Advisory Board
d. Committee chair
e. Committee member
2. Participant
3. Awards, special achievement, special recognition
4. Other
C. Clinical Service – Service provided on behalf of the Charles R. Drew University at a university owned, operated or affiliated clinical site
1. Clinical administrative/management service
a. Chief Medical officer
b. Chief of a department or division
2. Specific responsibilities
3. New procedures to be developed, implemented, or revised to improve
a. Patient care or services
b. Laboratory functions or services
c. Management or quality improvement of services
d. Recognized excellence (internal or external)
4. Site visitor for clinical accrediting agencies (i.e., JCAHO, CMS, etc)
5. Other

Appendix F: Documents Required

FACULTY WILL PROVIDE THE FOLLOWING:

1. Self-Statement
2. Current Curriculum Vitae
3. Faculty Plan
4. List of five (5) Intramural References
5. List of five (5) Extramural References with a Biosketch for each
6. Copies of Academic Credentials
7. Bio Sketch
8. Mini Biography for Catalog
9. One copy of each publication

CHAIR/CLUSTER LEADER/ACADEMIC LEADER MUST PROVIDE THE FOLLOWING:

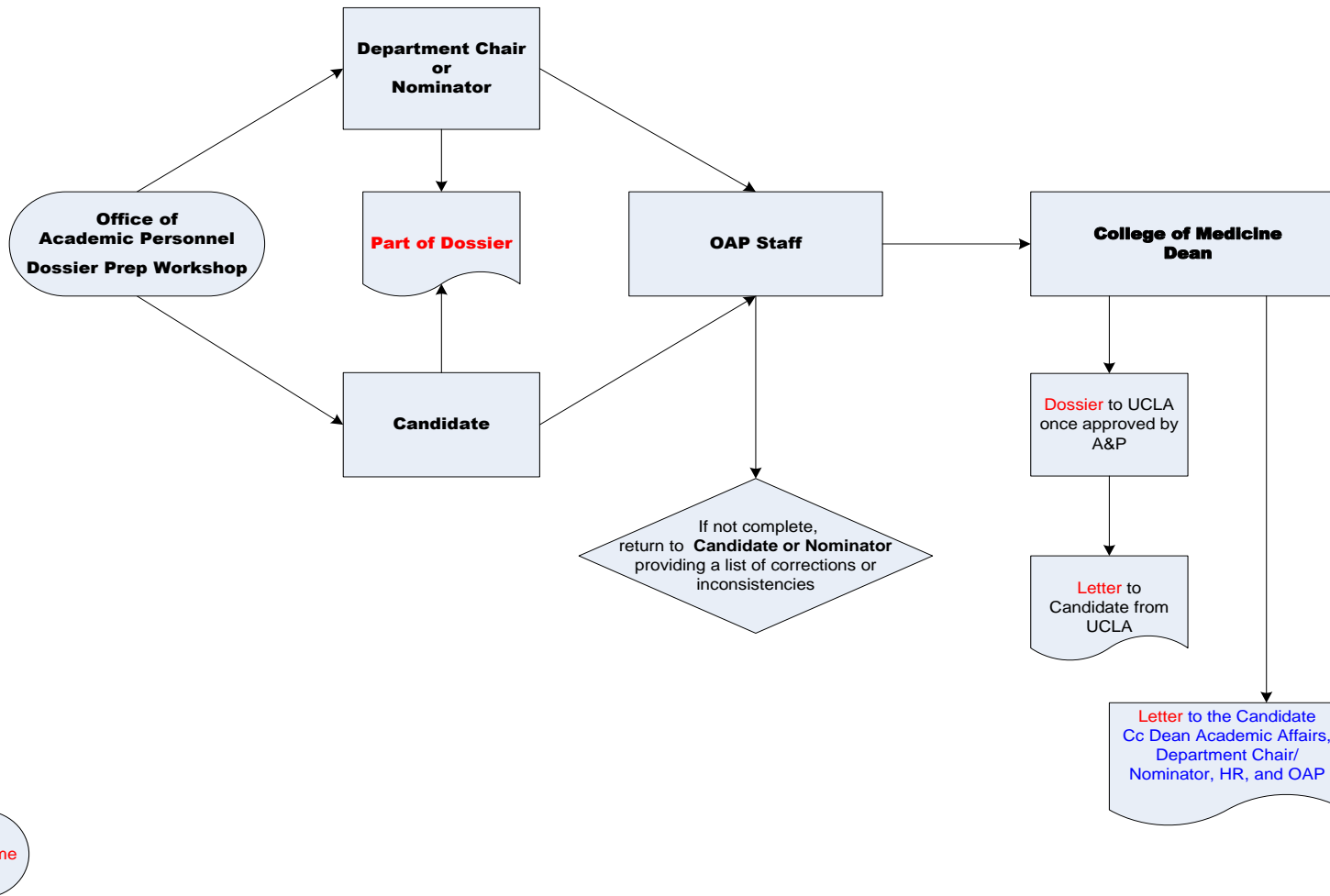
1. Chair's/Nominator Letter
2. List of five (5) Intramural References
3. List of five (5) Extramural References with a Biosketch for each
4. Reference letters (from the combined list of referees)
5. Teaching Evaluations or Summary Statement
6. Peer Teaching Evaluation or Summary Statement
7. Faculty Plan

ASSOCIATE DEAN FOR FACULTY AFFAIRS/OFFICE OF ACADEMIC PERSONNEL

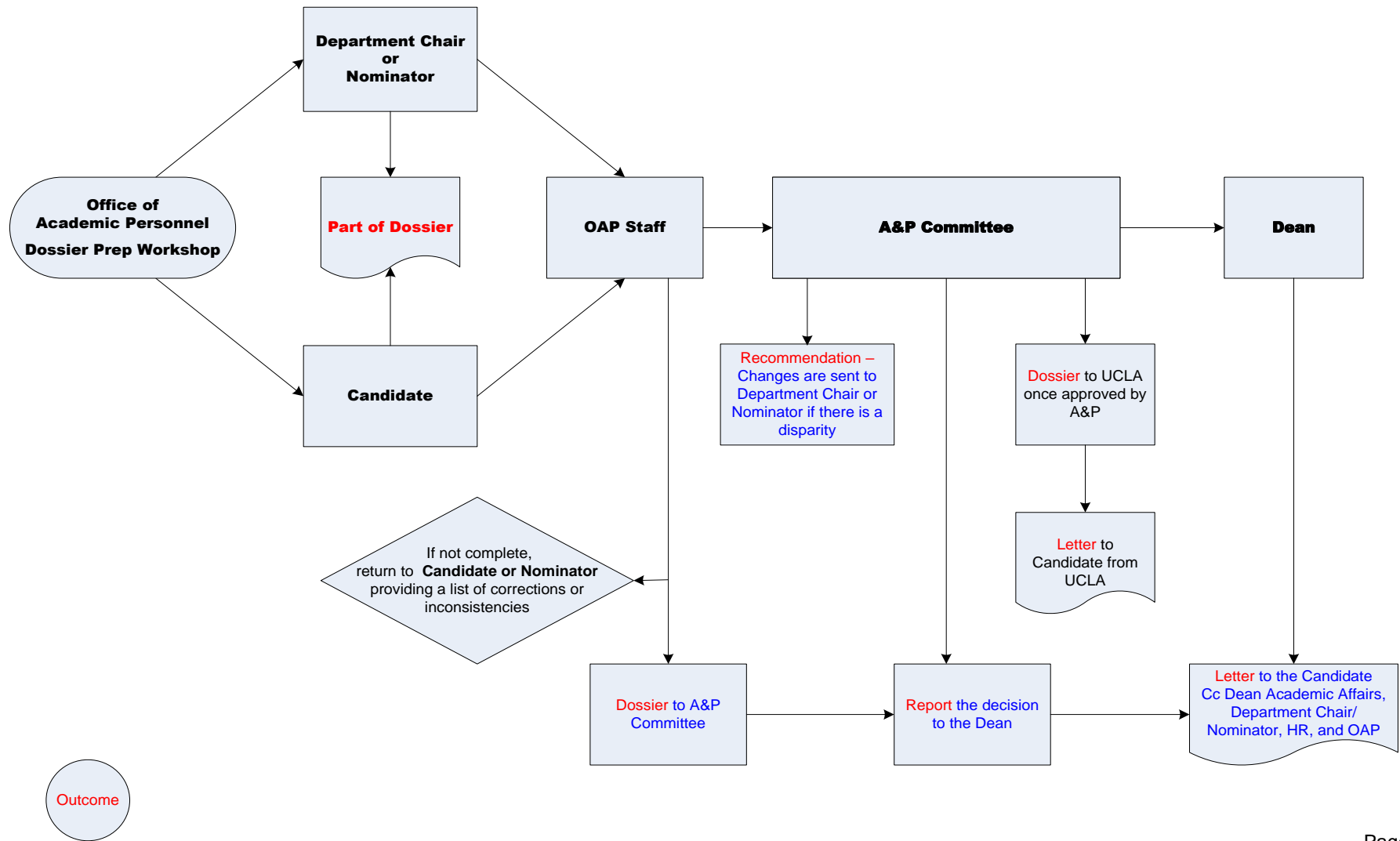
1. Will solicit the intra- and extramural letters on behalf of the Chair/Cluster Leader/Academic Leader
2. Provide the letters to the Chair/Cluster Leader/Academic Leader

Appendix H: COM Appointments and Promotions Pathway

ACADEMIC APPOINTMENTS AND PROMOTIONS FLOW CHART
Prefix Series
Instructor and Assistant Professor



ACADEMIC APPOINTMENTS AND PROMOTIONS FLOW CHART
Career Academic and Academic Series
Instructor, Assistant Professor, Associate Professor
Prefix Series
Associate Professor



ACADEMIC APPOINTMENTS AND PROMOTIONS FLOW CHART

All Series

Full Professor

