

**College of Medicine
Medical University of South Carolina**

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**College of Medicine
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GUIDELINES FOR APPOINTMENT AND PROMOTION OF FACULTY

I. AWARDING EXCELLENCE WITHIN THE MISSION STATEMENTS

The dedication and quality of the faculty are the foundation of the University's excellence. Faculty members are judged on their ability to achieve excellence in their area of expertise, and on the value of their contribution to the College in fulfilling its mission. Assuring the development and recognition of each faculty member's achievement is a prime responsibility of the academic community.

A. THE UNIVERSITY MISSION STATEMENT

The Medical University of South Carolina is an institution of higher learning for the state of South Carolina. As such, its primary commitment is to the state's citizens. The University serves the citizens of South Carolina and the nation by providing an environment for learning and discovery through education of health care professionals and biomedical scientists, research in the health sciences and provision of health care at the primary, secondary and tertiary levels.

The University strives for eminence in areas of health education, patient services and biomedical research.

The University serves as a resource of South Carolina by addressing the provision of health care service to all citizens.

The University furthers the economic development of the state by introducing new medical technology, fostering educational and research linkages with industry and providing employment for many of the state's citizens.

Although the University receives financial support from the state, it maximizes the use of other resources, including those it generates from its own operations.

B. THE COLLEGE OF MEDICINE MISSION STATEMENT

The College of Medicine, as an integral part of the Medical University of South Carolina, is dedicated to the University's education, research, and service missions. In doing so, the College is committed to maintaining an educational environment for all students that prepares them for a career of excellence in the practice of medicine and in the service to their communities. We recognize the need to engender and support life-long learning to sustain and expand competence and performance throughout the physician's career and we acknowledge the importance of interdisciplinary and interprofessional education in the provision of accessible, high-quality health services.

To support these educational goals, the College is committed to the continued development and expansion of biomedical research to extend the boundaries of health care for all people. Further, we support enhancement of research directed to improving access, enhancing quality and controlling costs of health care. These commitments are manifest through active participation in a medical enter with broad capabilities and responsibility for the provision of primary, as well as tertiary/quaternary health services for citizens in the state. We continue to nurture strong programs in primary health care to support current and future educational, research and service requirements.

II. FACULTY OBLIGATIONS AND COMMUNITY OF SCHOLARS

Acceptance of appointment to the faculty of the College of Medicine carries an obligation to foster the mission of the College and University. Each faculty member is expected to contribute to the success of the academic community and work to achieve an atmosphere in which shared values and collegial relationships facilitate achievement of its academic vision.

The community of scholars in the College of Medicine has expertise in a variety of fields. Members of the faculty are distinguished by their ability to think objectively and critically, to find satisfaction and challenge in the pursuit and discovery of new information and ideas and to bring high quality to their teaching, patient care, and/or research. The guidelines for appointment, promotion and/or tenure are intended to foster an academic community that promotes excellence and dedication among its members. Accordingly, its members must share a value system and have a strong commitment to the enhancement of their discipline, their department, the College and the University.

Teaching is a vital contribution for each regular faculty member, regardless of their track designation, to the fulfillment of the educational goals of the College. Although the commitments of faculty members to teaching may vary considerably and depend upon the interests and skills of the individual and the needs of each department, involvement in teaching to some extent is considered an essential obligation of all scholars. The sharing of knowledge that is accurate, balanced, current and stimulating is expected from each faculty member. The most important role of the teacher is to motivate and inspire learners. Exceptional teachers are remembered by students and colleagues not just for their knowledge and understanding but for their ability to inculcate a love of learning as an intellectual adventure rather than solely as a means of mastering a field or discipline. In this way teachers value and nurture lifelong learning. Excellent teachers serve as role models in the College by their scholarly activities from which comes a motivation to share their knowledge and insights. This leads to an interactive and cooperative community of scholars -- i.e., researchers, clinicians, teachers, humanitarians and students at all levels and in many disciplines.

Scholars begin their career by mastering the factual knowledge of a discipline. They may spend subsequent years in the laboratory or in a clinical setting under the guidance of a mentor to identify, explore, and perhaps answer important questions while learning the methods appropriate for the pursuit and acquisition of new knowledge within that discipline. As students, they master facts and concepts, develop their own perspective, discover new and broader relationships, question current dogma and form new hypotheses to be tested. A scholar's training and code of conduct ensure that work is done rigorously and honestly. A scholar's work is shared and evaluated by colleagues through publication in peer-reviewed journals and grant applications.

Scholars are united in a community dedicated to ideals beyond their own discipline, individual interests and short-term rewards. They share their experience and expertise by teaching, encouraging new ideas and concepts and providing constructive criticism for students and their colleagues. As teachers themselves, scholars expand the understanding of students by showing the similarities and differences between disciplines, pointing out flaws within their own area of expertise, and importantly, acknowledging the limitations of their discipline. Recognition of limitations, fallacies and the unknown serves as a stimulus for exploration, problem-solving and self-education. Thus the continuing pursuit of knowledge is a life-long habit for scholars.

Clinical scholars, who have mastered a discipline related to patient care, teach in the ambulatory clinics and offices, at the bedside, in the emergency room, the operating and diagnostic procedure rooms. Mastery of their discipline allows clinical research-oriented scholars to formulate, test and report new ideas, apply new basic information to patient care, question clinical dogmas and evaluate the complexities of cause/effect relationships in the management of diseases. Importantly, scholars in all disciplines recognize the limitations of their own knowledge and are challenged continuously by this need to learn, explore and improve. Clinical scholars may be involved in the scholarship of integration, application, and teaching. Scholarship of integration involves interpreting published research, integrating new clinical knowledge with previous concepts and selecting outmoded clinical concepts for discard. Scholarship of application tests new knowledge in clinical practice. Combining new knowledge with experience in clinical practices, these scholars teach medical students, residents, and peers. They may have major interest in developing more effective teaching methods.

The College of Medicine and each of its departments require numerous administrative activities to accomplish their educational and research goals and to insure the academic process. Although not a primary function of a scholar, contributing to the University by service on committees, or as course

director, is essential. Those who have achieved a senior rank assume more administrative duties to assure that students and younger faculty members have the opportunity to continue their education or develop their teaching skills and establish their research. Sharing the responsibilities of administration is one means by which scholars contribute to the importance of their discipline, department, college and the university.

Ultimately this, and all universities, serve society by involvement in the well-being of all persons. The special character of this College and this University focuses that societal concern on issues associated with health, health care and the prevention of disease.

III. OVERVIEW OF FACULTY APPOINTMENT, PROMOTION, AND GRANTING OF TENURE

This document defines the standards and guidelines established by the College of Medicine for faculty appointment and promotion. Tenure is considered separately by the University.

Each department or administrative unit is expected to establish requirements necessary to fulfill the responsibilities and roles of the department within the college. Departments must ensure that each faculty member is aware of these criteria.

Requests for appointment and promotion originate from the department, usually from the chair, or through recommendations to the chair by a department appointment and promotion committee. In smaller units the entire department may be involved with the department chair. Recommendations are forwarded by the Department Chair to the Dean of the College of Medicine who is advised by a College Appointment and Promotion Committee composed of full professors appointed from various departments. The College of Medicine Appointment and Promotion Committee is subdivided into subcommittees with membership appropriate to review qualifications for appointment and promotion within each of the tracks. Final review and approval are made by the full committee. The Dean makes recommendations to the Vice President for Academic Affairs and Provost of the Medical University. The Vice President for Academic Affairs and Provost reviews the dossier and qualifications of the individual and makes recommendations to the President. Appointments and Promotions at the level of associate professor and professor are transmitted to the Board of Trustees for final decision. Although the same information is considered at each level of the review, and previous recommendations are considered, decisions are made independently at each level and decisions may differ.

IV. GUIDELINES FOR APPOINTMENT AND PROMOTION OF REGULAR AND MODIFIED FACULTY

The College of Medicine offers faculty appointments in multiple tracks. Designation of a track will be based upon the faculty member's principal activity and will be approved by the chair in the initial letter of appointment. It should be emphasized that descriptions of each track are designed to characterize most faculty on a given track. There may be exceptions for persons who have unique or unusual qualifications and/or duties. Such exceptional circumstances should be noted in the appointment letter, in annual reviews of the faculty member, and in deliberations related to the promotion process.

The faculty tracks are designed to address and reward the diverse roles assumed by the faculty of a college of medicine and academic health sciences center. The very diversity of these work roles requires diverse criteria to determine success in each track. It is specifically intended that appointment and promotion committees will apply different criteria to the different tracks.

Recommendations for appointment may be submitted to the Dean's Office throughout the academic year. Processing of applications for appointment takes approximately four weeks. Faculty members must have a faculty appointment before they can obtain clinical privileges. **If hospital credentialing is also desired, application for clinical privileges should be requested from the Credentialing Office at the same time as the faculty appointment is being requested because credentialing will take four to six weeks to complete. If appropriate, application for licensure should also be obtained.**

Recommendations for appointment are initiated by the Department Chairs. Appointments may be reviewed and approved by a departmental committee who advise the chair. In some departments, the faculty as a whole may participate in the review of potential candidates for appointment.

A. REGULAR FACULTY TRACKS

The College of Medicine has four separate academic tracks for regular faculty; all have the potential for achievement of tenure. When the faculty ranks for regular faculty are used as academic titles, no modifiers distinguish tracks. These tracks are:

ACADEMIC INVESTIGATOR
ACADEMIC INVESTIGATOR/EDUCATOR
ACADEMIC CLINICIAN
CLINICIAN EDUCATOR

The departmental chair should present recommendations for change of a faculty member's track to the APT Committee. The faculty member must have approved the planned change in track.

B. MODIFIED FACULTY TRACKS

The College of Medicine has four separate academic tracks for modified faculty; these tracks do not have the potential for achievement of tenure. Promotion is awarded in all four tracks. When the modified faculty ranks are used as titles the appropriate modifier is used to distinguish the track. These tracks are:

RESEARCH FACULTY
CLINICAL FACULTY
ADJUNCT FACULTY
VISITING FACULTY

The departmental chair should present recommendations for change of a faculty member's track to the APT Committee. The faculty member must have approved the planned change in track. Change from modified faculty to regular faculty will require criteria, documentation and consideration similar to initial regular faculty appointment.

C. DUAL OR JOINT APPOINTMENTS

The College of Medicine supports dual or joint appointments when faculty participate actively in two or more different departments within the College of Medicine or within another college.

D. SPECIAL APPOINTMENTS

Five special appointments exist, which include:

DISTINGUISHED UNIVERSITY PROFESSOR
EMERITUS FACULTY
ASSISTANT
ASSOCIATE
RESEARCH ASSOCIATE
AFFILIATE

E. THE SOUTH CAROLINA AREA HEALTH EDUCATION CONSORTIUM (SC AHEC)

The College of Medicine offers academic appointments for AHEC-Affiliated Residency Program faculty, who are employed by SC AHEC Consortium Hospitals.

V. APPOINTMENT AND PROMOTION OF REGULAR FACULTY

A. ACADEMIC INVESTIGATOR (see Matrix - V-D for detailed list) ACADEMIC INVESTIGATOR/EDUCATOR

Productive high quality basic biomedical research is of paramount importance in this track. The quality of research and productivity are judged by multiple criteria, including the candidate's role in well-focused, significant research as a participant, project initiator or leader, as well as publication of results in peer-reviewed journals and presentation of peer-reviewed research talks. There should be evidence of the candidate's ability to prepare research protocols that receive high ratings from national funding agencies. The candidate should demonstrate a consistent record of funding. However, evaluation must take into account the fact that funding can be subject to variables that lie beyond the scientific and scholarly merits of the investigator.

All faculty members are expected to be involved in educational activities related to their discipline. Teaching activities include individual, small and large group instruction of medical students, graduate and postgraduate students, graduate medical and continuing medical education. When most of a faculty member's effort is devoted to teaching, and an unusual level of excellence has been demonstrated, or the teaching fulfills a particularly important need for the department and/or college, promotion should be under the Academic Investigator/Educator track.

Most faculty assigned to these tracks are in basic science departments and/or have a primary commitment to basic biomedical research. Basic scientists in clinical departments usually will be in these tracks. Physician faculty in clinical departments may function in this track and clinical, educational, and health care delivery research can be included. For physicians in this track the level of involvement in patient care may vary substantially.

Under exceptional circumstances, promotions may be recommended when the candidate does not meet all of the basic criteria. These will be unusual cases.

The specific criteria for appointment/promotion can be found in Matrix V-D.

B. ACADEMIC CLINICIAN (see Matrix - V-D for detailed list)

These faculty members are clinical scholars and scientists. This track is designed to recognize clinical faculty who have a strong commitment to research (basic biomedical, clinical, educational, health services). Research and teaching are of paramount importance in this track. Involvement in patient care is expected, but is not necessarily the primary obligation and should not override the faculty commitment to research and teaching. The quality of research and productivity are judged by multiple criteria, including the candidate's role in well focused, research as a participant, project initiator or leader, publication of results in peer-reviewed journals and presentation of peer-reviewed research. There should be evidence of the candidate's ability to consistently and actively participate in research protocols that receive high ratings from national funding agencies. However, evaluation must take into account the fact that funding can be subject to variables that lie beyond the scientific and scholarly merits of the investigator. The candidate's approach to clinical medicine often will lead them into one or more areas of clinical research. They share their knowledge gained from clinical practice and research by providing high quality teaching.

All faculty members are expected to be involved in educational activities related to their discipline. Teaching activities include individual, small and large group instruction of medical students, residents and fellows and continuing medical education. Graduate and postgraduate students may also be taught. Under specific circumstances, promotion on this track may be considered based predominantly on educational activities when the majority of a faculty member's effort is devoted to this role, and the educational activity has a national or international impact and generates publications (eg – chapters, books, courses, electronic publications, or syllabi from conferences).

In most cases physicians with a major research commitment direct their clinical activities to well-defined areas of special expertise, which often contribute to the university/college mission. Academic clinicians may be recognized experts with in-depth knowledge of the pathophysiology and management of disorders within their specialty. They develop special expertise about particular disorders usually in relation to their research activities.

Under exceptional circumstances, promotions may be recommended when the candidate does not meet all of the basic criteria. These will be unusual cases.

The specific criteria for appointment/promotion can be found in Matrix V-D.

C. CLINICIAN EDUCATOR (see Matrix - V-D for detailed list)

This track recognizes the clinician who carries a heavy clinical load and is actively involved both in undergraduate and graduate medical education. These faculty also may participate in research but this is not required for advancement. The clinician educator has major commitments to patient care and teaching.

These faculty members are clinical scholars involved in the scholarship of integration, application, and teaching. Scholarship of integration involves interpreting published research, integrating new clinical knowledge with previous concepts and selecting outmoded clinical concepts for discard. Scholarship of application tests new knowledge in clinical practice. Combining new knowledge with experience in clinical practices, they teach medical students, residents, and peers. They may have major interest in developing more effective teaching methods. Settings for education include the classroom, ambulatory clinics and offices, continuing medical education programs, diagnostic suites, operating rooms, and the hospital bedside.

Clinician educators must be involved in the discovery, organization, interpretation and transmission of new knowledge related to patient care, health care delivery, health care economics, professional ethics, medical legal issues or new educational methodology. They must participate in publications of some variety, but may or may not be an author on peer-reviewed papers in their field. However, their publications should influence the practice of clinical medicine at the regional and/or national levels. Clinician educators are not required to be principal investigators on research grants from national funding sources but are encouraged to participate in research as co-investigator, or a principal investigator on grants from local and regional funding sources.

Clinician educators are recognized clinical experts with advanced and in-depth knowledge of the pathophysiology and management of disorders within their general or specialty field. They may be sought as consultants in difficult cases and receive patients referred from a wide area. Faculty in this track must maintain licensure and certification to practice their specialty. They are expected to be recognized by election to local, regional, national and international scientific organizations in their specialty. They must maintain clinical privileges at one of the affiliated teaching hospitals.

Under exceptional circumstances, promotions may be recommended when the candidate does not meet all of the basic criteria. These will be unusual cases.

The specific criteria for appointment/promotion can be found in Matrix V-D.

D. V-D - Criteria Matrix Ranks and Tracks

R=Required S=Suggested

COM FACULTY RANKS CRITERIA				
<i>Under exceptional circumstances, promotions may be recommended when the candidate does not meet all of the basic criteria. These will be unusual cases.</i>				
Professor	Academic Investigator	Academic Inv/Ed	Academic Clinician	Clinician Educator
Continues to meet all the criteria for Associate Professor with major accomplishments in research, teaching, and/or clinical service	R	R	R	R
Distinguished career exemplifying scholarship. Excellence & productivity in research, outstanding success as a teacher, and/or outstanding service contributions are required. Involved in teaching activities, including formal lectures, grand rounds, and/or continuing medical education. (Leadership in interprofessional teaching and interdisciplinary research encouraged)*	R*	R*	R*	R*
Principal investigator on significant research grants	R	S	S	
Co-investigator on research grants.		R	R	
Direct involvement in research.	R	R	R	R
Key individual in training of students, post-graduates and mentorship of junior faculty	R	R	R	R
Serves as Course Director for one or more major courses		R		
Continues to carry a heavy clinical or teaching load		R		R
Continued publication of reviews, chapters, textbooks, peer reviewed papers, and/or innovative teaching materials (new curricula, educational programs, syllabi, video materials, computer programs, etc.) that influence the science and practice of medicine at the regional & national levels	R	R	R	R
Continued publication of important and original clinical and/or laboratory investigations with significant authorship.	R		R	
Publications with significant authorship since promotion to Associate Professor (line 1), and in total (line 2)	≥10 ≥30		≥10 ≥30	
Publications with authorship since promotion to Associate Professor (line 1), and in total (line 2)		≥5 ≥10		≥5 ≥10
National recognition, as evidenced by election to generalist or specialty societies, service on national committees, study sections, editorial boards, visiting professorships, and/or invitations to speak in CME courses.	R	R	R	R
Leadership roles in appropriate department, hospital and college		R	R	R

Associate Professor	Academic Investigator	Academic Inv/Ed	Academic Clinician	Clinician Educator
Continues to meet all the criteria for Assistant Professor with a record of achievement in research, teaching, and/or clinical service. (Participation in interprofessional teaching and inter-disciplinary research encouraged)*	R*	R*	R*	R*
Record of excellence in high quality patient care, teaching and/or research	R	R	R	R
Established independent investigator with major impact in planning/development of research project. Involved in teaching activities, including formal lectures, grand rounds, and/or continuing medical education.	R		R	
Principal investigator on significant research grants	R		S	
Co-investigator on research grants.		R	R	
Local, regional or national grant support for independent research or development of teaching methods, or health care delivery methods, or clinical care systems		S		S
Peer recognition for research activities including invitations to present work at other universities, workshops and scientific conferences.	R		R	
Direct involvement in research.	R	R	R	R
Organization of clinical services to provide a setting for medical education and a data base for clinical research.				R
Active in training of students and/or post-graduates.	R	R	R	R
Serves as Course Director for one or more major professional courses		S		
Important contributor to course development or course direction.		R		S
Superior evaluations of teaching by students, residents, peers, course directors, dept. chairs.	S	R	S	R
Nominated for or recipient of teaching awards.		S		S
Presentations at national/international meetings.	R	R	R	R
Continued publication of reviews, chapters, textbooks, peer reviewed papers, and/or innovative teaching materials (new curricula, educational programs, syllabi, video materials, computer programs, etc.) that influence the science and practice of medicine at the regional & national levels	R	R	R	R
Continued publication of important and original clinical and/or laboratory investigations with significant authorship.	R	R	R	
Total publications with significant authorship since last promotion	≥10		≥10	
Total publications with authorship since last promotion		≥5		≥5
Development of new teaching materials, such as curricula, educational programs, textbooks, syllabi, computer programs and video tapes		R		R
Established reputation inside and outside local institution as an authority in a clinical specialty or for leadership in primary care			S	R
Contributions to committees at department, college, university, community, state, regional, national and international levels	R Univ Level	R Univ Level	R State Level	R State Level
Leadership role in department and hospital as a section or division head, or program director			S	S
Active involvement in local and national professional organizations	R	R	R	R
Election to scientific organizations in discipline.	S	S	S	S

Assistant Professor	Academic Investigator	Academic Inv/Ed	Academic Clinician	Clinician Educator
Clear commitment to an academic career in research, teaching and/or clinical care.	R	R	R	R
Commitment to and potential for performing independent laboratory and/or clinical research.	R	R	R	
Receipt, active pursuit or development of the skills necessary to apply for local, regional and national grants.	R	R	R	
Developing skills for directing or contributing to publications related to research, teaching and/or clinical care. (Participation in interprofessional teaching and inter-disciplinary research encouraged)*	R*	R*	R*	R*
Active in training of students and/or post-graduates.	R	R	R	R
Strong interest in teaching .		S		
Contributions as first author on refereed publications.	R	R	S	
Contributions as author on refereed publications.			R	S
Capable of managing most clinical problems in the appropriate discipline, but may seek assistance from senior faculty when dealing with complex problems.			R	R
Carry a heavy clinical load				R
Establishing recognition through candidacy or membership in appropriate professional and scientific organizations.	R	R	R	R
<hr/>				
Instructor	Academic Inv	Academic Inv/Ed	Academic CI	Clinician Ed
Completion of educational requirements necessary to enter a career in academic research, teaching and/or clinical care.	R	R	R	R
Aptitude for an academic career based upon recommendations of mentors.	R	R	R	R
Career goal to function independently in an academic environment as an investigator, teacher, and/or clinician.	R	R	R	R
Developing experience with preparation of research protocols and grant applications.	R	R	R	
Demonstrated interest in teaching.	R	R	R	R
Early experience with preparation of publications and presentations related to research.	R	R	R	
Fulfilled educational requirements for certification by appropriate specialty board.			R	R
Demonstrated interest in high quality clinical care.				R

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E. PROCEDURE FOR APPOINTMENT OF REGULAR FACULTY

For clinical faculty, if hospital credentialing is desired, application for clinical privileges should be requested from the Credentialing Office at the same time as the faculty appointment is being requested because credentialing will take four to six weeks to complete. If appropriate, application for licensure should also be obtained.

After a candidate accepts an offer for a faculty position, the following information should be submitted to the Dean of the College of Medicine:

Processing of applications for faculty appointments has been contractually assigned to **VERGE**

Solutions. For further information, go to the APT website:

<https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>

1. **A completed Appointment Packet.** The Chair of the Department in which the candidate is seeking appointment or is responsible for submitting to the Appointment and Promotion (APT) Committee the required documentation and description of the candidate's accomplishments. The Department Chair should encourage the faculty candidate to provide accurate and current information regarding teaching, research, practice, administration, and other areas. A complete and well-organized Appointment Packet that adheres to College guidelines is required if the Committee is to give fair and timely consideration of the candidate's merits. Packets that do not adhere to College guidelines will be returned to the Chair for revision. The contents of the Appointment Packet are described below.
2. **Proposal letter from the Department Chair.** The Chair of the Department in which the candidate is seeking appointment is responsible for preparing a comprehensive proposal letter and for providing the APT Committee the required documentation and description of accomplishments. The Department Chair must provide signed endorsement of the proposal letter if it is written by a Division Chair. Accurate and current information regarding teaching, research, practice, administration and other areas provided by the candidate for inclusion in the Appointment/Promotion Packet assists the Chair in preparing the letter. An accurate, comprehensive, well-documented, and up-to-date proposal letter is central in helping the APT Committee evaluate the candidate's accomplishments and suitability for appointment or promotion. The Chair should recognize that the APT Committee values teaching and clinical practice but accomplishments in these areas are difficult to quantify and grade. Special attention should be directed toward these areas of the candidate's efforts in writing the proposal letter. The proposal letter must follow the outline provided in the Appendix. Incomplete letters may delay consideration of the candidate's appointment. The letter should be appropriate for the level of rank proposed. (See outline and examples in Appendix 2, 3).
3. If appointment is Dual (appointment in another department within the College of Medicine) or Joint (appointment in another college), include a letter of endorsement from the Chair of the other department or the Dean of the other college.
4. Include a completed Dual/Joint Appointment form (Appendix 9)
5. Completed Faculty Track designation form (Appendix 4).
6. An abbreviated one-page curriculum vitae Appendix 5).
7. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). **Include only published or in-press citations.** Conform exactly to the College of Medicine format; departures from this format may result in delayed or postponed consideration of the appointment.
8. Candidate's personal statement. Describe personal reflections on accomplishments, areas of particular strength of the candidate's Appointment Packet, and candidate's future professional

plans spanning the next five years. This page of packet must include a signed statement (See Appendix 7) testifying to the honesty and accuracy of the contents of the Appointment Packet submitted to the APT Committee.

9. Appointment to Associate Professor or Professor requires a minimum of four letters of recommendation, addressed to the Departmental Chair. Individuals selected to write the minimum four letters should be non-MUSC faculty in the candidate's field at the academic rank of professor or its equivalent stature. **At least two of these individuals should not be associated with the candidate by having been past mentors/teachers/students/trainees.** The candidate may submit to the Chair or Chair's designee five names of individuals for letters from which two of the required ones may be selected. However, the Chair or Chair's designee should select at least two of the four required letters from sources other than the candidates list. Individuals should be contacted by the Chair (not the candidate) using a letter structured from the College of Medicine letter-of-recommendation template (See Appendix 8). The letter should be accompanied by the candidate's CV, personal statement, and copies of pertinent pages from these guidelines that list the criteria for appointment/promotion to the candidate's proposed rank.
10. The Appointment Packet submitted to the APT Committee must include the list of individuals submitted by the candidate and also the chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. A copy of one of the Chair's letters sent in request of a letter of recommendation.
12. Non-Compete Agreement form and Background Check form. (Appendix 11a, 11b).
13. A completed Position/Employee Action Request (PEAR) (Appendix 12) and/or UMA Personnel Action Request (PAR) (Appendix 13).
14. Official transcript from an institution of higher learning of highest degree earned, requested and paid for by VERGE. (Required by Southern Association of Colleges and Schools SACS). (Appendix 14)

Appointment recommendations are reviewed by the Chair of the College Appointment, Promotion and Tenure Committee (APT) Advisory Committee and forwarded to members of the APT Committee for review.

A majority is required for approval. However, when recommendations are disapproved by more than five members, the committee is convened to further consider the request, and when indicated, meet with the chairs to review concerns. Disapprovals also are transmitted to the Dean of the College for review and action.

Appointments approved by the Dean of the College of Medicine are forwarded to the Vice President for Academic Affairs and Provost. Appointments at the level of Assistant Professor and below require approval by the President of the Medical University. Senior level appointments (Associate Professor and Professor) require approval by the President of the Medical University and are sent to the Board of Trustees for review and approval.

Approved appointments are transmitted by the Vice President for Academic Affairs to the Dean of the College of Medicine who sends the following to the Department to be forwarded to the candidate:

- a. Appointment letter from the Dean to the candidate. A copy of this letter is to be signed and returned to the Dean's Office.

A copy of the appointment letter is sent to the Department Chair.

The faculty appointment is entered into the PRISM System. This includes name, degree(s), academic rank, department, faculty track, and effective date of appointment.

The Office of Faculty Affairs prepares a faculty file which includes:

- a. The original recommendation letter with attached support materials.
- b. A copy of the letter from the Vice President for Academic Affairs indicating approval of the appointment and, when appropriate, by the Board of Trustees.
- c. Copy of the letter from the Dean, College of Medicine to the candidate indicating approval of the appointment.

F. PROCEDURE FOR PROMOTION OF REGULAR FACULTY

The following information should be submitted to the Dean of the College of Medicine:

1. **A completed Promotion Packet.** The Chair of the Department in which the candidate is seeking promotion is responsible for submitting to the Appointment and Promotion (APT) Committee the required documentation and description of the candidate's accomplishments. The Department Chair should encourage the faculty candidate to provide accurate and current information regarding teaching, research, practice, administration, and other areas. A complete and well-organized Promotion Packet that adheres to College guidelines is required if the Committee is to give fair and timely consideration of the candidate's merits. When time allows before final submission deadlines, packets that do not adhere to College guidelines will be returned to the Chair for revision. The contents of the Promotion Packet are described below. Packets are available from the Dean's Office upon request **and at the following web address:** <https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>

1. A completed Promotion Packet must be submitted to the Dean's Office before the submission deadline. Packets judged to have conformed to the following guidelines will be followed by a request to submit one digital PDF file.
2. **Proposal letter from the Department Chair.** The Chair of the Department in which the candidate is seeking promotion is responsible for preparing a comprehensive proposal letter and for providing the APT Committee the required documentation and description of accomplishments. The Department Chair must provide signed endorsement of the proposal letter if it is written by a Division Chair. Accurate and current information regarding teaching, research, practice, administration, and other areas provided by the candidate for inclusion in the Promotion Packet assists the Chair in preparing the letter. An accurate, comprehensive, well-documented, and up-to-date proposal letter is central in helping the APT Committee evaluate the candidate's accomplishments and suitability for promotion. A description of accomplishments since last promotion is important. The Chair should recognize that the APT Committee values teaching and clinical practice but accomplishments in these areas are difficult to quantify and grade. Special attention should be directed toward these areas of the candidate's efforts in writing the proposal letter. The proposal letter must follow the outline provided in the Appendix. Incomplete letters may delay consideration of the candidate's appointment or promotion. The letter should be appropriate for the level of rank proposed. (See outline and examples in Appendix 2, 3).
3. If appointment is Dual (appointment in another department within the College of Medicine) or Joint (appointment in another college), include a letter of endorsement from the Chair of the other department or the Dean of the other college.
4. Also include a completed Dual/Joint Appointment form (Appendix 9).
5. Completed Faculty Track designation form (Appendix 4).
6. An abbreviated one-page curriculum vitae (Appendix 5).
7. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). **Include only published or in-press citations.** Conform exactly to the

College of Medicine format; departures from this format may result in delayed or postponed consideration of the promotion.

8. Candidate's personal statement. Describe personal reflections on accomplishments, areas of particular strength of the candidate's Promotion Packet, and candidate's future professional plans spanning the next five years. This page of packet must include a signed statement (See Appendix 7) testifying to the honesty and accuracy of the contents of the Promotion Packet submitted to the APT Committee.
9. Promotion to Associate Professor or Professor requires a minimum of four letters of recommendation, addressed to the Departmental Chair. Individuals selected to write the minimum four letters should be non-MUSC faculty in the candidate's field at the academic rank of professor or its equivalent stature. **At least two of these individuals should not be associated with the candidate by having been past mentors/teachers/students/trainees.** The candidate may submit to the Chair or Chair's designee five names of individuals for letters from which two of the required ones may be selected. However, the Chair or Chair's designee should select at least two of the four required letters from sources other than the candidates list. Individuals should be contacted by the Chair (not the candidate) using a letter structured from the College of Medicine letter-of-recommendation template (See Appendix 8). The letter should be accompanied by the candidate's CV, personal statement, and copies of pertinent pages from these guidelines that list the criteria for appointment/promotion to the candidate's proposed rank.
10. The Appointment Packet submitted to the APT Committee must include the list of individuals submitted by the candidate and also the chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. Include a copy of one of the Chair's letters sent in request of a letter of recommendation.
12. Updated Faculty Intramural Teaching Effort Report (Appendix 18).
13. Teaching Evaluations on candidate (obtained from medical students, residents, fellow, postdocs, graduate students, CME programs, etc.)
14. A copy of 3 recent publications selected by the candidate as representative of his/her capabilities and area of expertise.

The applications are sent to the members of the College of Medicine APT committee for review. In cases where additional information is deemed necessary, meetings are scheduled with the department chair. When recommendations are disapproved, the department chair is notified by the chair of the APT Committee and the reasons for disapproval are reviewed. The chair may request a meeting with the committee to defend the recommendation. Actions of the APT Committee are transmitted to the Dean for review.

Promotions which are approved by the Dean of the College of Medicine are transmitted to the Vice-President for Academic Affairs and Provost who makes recommendations to the President. The President reviews recommendations, renders a decision and, when required, submits recommendations to the Board of Trustees for action.

When recommendations are approved, the Dean is notified by the Vice President for Academic Affairs and Provost and a letter specifying the promotion is sent to the faculty member from the Dean, with a copy to the chair of the department.

A copy of the promotion letter is placed in the faculty member's file.

When a recommendation for promotion is disapproved, the Dean is notified by the Vice President for Academic Affairs and Provost. The Dean notifies the department chair who apprises the candidate of the action.

Promotions ordinarily are made twice a year, effective January 1 and July 1.

VI. APPOINTMENT AND PROMOTION OF MODIFIED FACULTY

A. RESEARCH FACULTY

Production of high quality basic biomedical research is the essence of this track. There will be few or no job obligations other than doing research. The privilege of concentrating entirely on research is viewed as a major attraction of this track. In the beginning of their career, members of this track will almost always function as an integral member of a research team. They may be recruited to provide research skills or techniques needed by an existing research team or to establish a facility needed for the existing research program. They will help the team leader and the team obtain research funding. As these faculty become more experienced, a portion of their time may be used to explore independent research which may complement the team's research. As they succeed in limited independent research, they may seek independent funding. Usually the overall theme of the team research will be complemented or expanded by their newly funded research. As these faculty become funded, more experienced and capable of leading the research of others, they may become research team leaders in an expanding research operation. It is expected that long-term funding for the faculty in this track will come from research grants and contracts. In some cases, temporary short-term or start-up funds that do not come from research grants and contracts may be used. Tenure is not a possibility. Job security will derive from individual and team research success that leads to continued acquisition of grants and contracts.

The quality of research and productivity are judged by multiple criteria, including the candidate's role in well-focused, significant research as a team member, project initiator or leader, as well as publication of results in peer-reviewed journals and presentation of peer-reviewed research talks. With advancement, there should be evidence of ability to conceive and prepare research protocols that receive high ratings from national funding agencies. With advancement, there should be evidence of ability to lead others and to lead research programs. Teaching, if done, often will be in the context of instructing more junior research colleagues or graduate students in ongoing research. University service in the junior ranks, if done, often will be in development and maintenance of research facilities and services. University service in the more senior ranks, if done, often will take the form of leadership in research policy and planning. This track will provide a long-term career opportunity. Some faculty, however, will elect to achieve research success and independent funding and then desire to add a full load of teaching and university service. These faculty may apply to change tracks to the Academic Investigator Track. Change from modified faculty to regular faculty will require criteria, documentation and consideration similar to initial regular faculty appointment.

Criteria for appointment/promotion

Under exceptional circumstances, promotions may be recommended when the candidate does not meet all of the basic criteria. These will be unusual cases.

Research Instructor:

Completion of educational requirements necessary to enter a career oriented to research.

Aptitude for a research career based upon recommendations of mentors.

Demonstrated interest in fundamental research.

Embarking on a career with a goal of gaining experience necessary to function as a research team member and independently as an investigator.

Demonstrated experience with publications and presentations related to research.

Developing experience with preparation of research protocols and grant applications.

Research Assistant Professor:

Clear commitment to and potential for an academic career leading to independent laboratory or clinical research.

Commitment to excellence as a researcher.

Developing capabilities as an investigator with contributions as first or senior author on refereed publications.

Establishing recognition through candidacy or membership in appropriate professional and scientific organizations.

Developing skills necessary for preparation of applications for local/regional and national grants.

Receipt or active pursuit of grant support.

Research Associate Professor:

Service as assistant professor with a record of achievement.

Publication based on original investigation in refereed journals with high citation rates.

Senior author with contributions of major ideas or innovations.

Peer-reviewed, external research support from national sources as a principal, co-principal, or co-investigator.

Presentations of peer-reviewed papers at national/international meetings.

Leadership of research team or team component.

Acquisition of sufficient experience and independence to contribute with major impact in the planning/development of research projects.

Peer recognition for research activities including invitations to present work at other universities, workshops and scientific conferences.

Election to scientific organizations in discipline.

Research Professor:

Service as Associate Professor with major accomplishments in basic biomedical research.

Distinguished career exemplifying scholarship, excellence and productivity in research.

Sustained publication as senior author in major peer-reviewed journals with high citation rates.

Key individual in direction and development of research program and in research team development.

Key individual in acquisition of long-term research funding.

National recognition for accomplishments in his/her discipline.

Continuing growth and development, dedication to scholarship and service, commitment to furthering knowledge through research and as a mentor.

Service on national committees, study sections, and editorial boards.

National recognition in his/her field as evidenced by election to prestigious professional societies, service as an officer in national or international organizations, awards, prizes and other notable academic achievements.

B. CLINICAL FACULTY

The physicians who are employed by Carolina Family Care will be in this track. In addition, faculty employed full-time and part-time at the Medical University of South Carolina who do not typically satisfy the academic criteria for Regular Faculty will be in this track.

Criteria for appointment/promotion

Under exceptional circumstances, promotions may be recommended when the candidate does not meet all of the basic criteria. These will be unusual cases.

Instructor:

Usual entry level from training program

Eligible for certification from board of specialty

Assistant Professor

Previous appointment as Assistant Professor at another institution or

Evidence of growth and maturation as Instructor for at least one year

Board certification in specialty

Associate Professor

Previous appointment as Associate Professor at another institution, or

Evidence of growth and maturation as Assistant Professor for at least three years, and at least one of the following:

Significant teaching effort, such as

 Presentation of lectures and conferences, and

 Service as attending or preceptor for at least one month each year

Evidence of further significant scholarly endeavors, such as

 Development of teaching materials and programs

Publication of scientific articles

Election to exclusive or honorary professional societies, or

Receipt of extramural research funds

Other meritorious service to the education program, such as

Leadership positions in local or state professional societies, or

Involvement in significant community activities

Professor:

Previous appointment as Professor at another institution, or

Evidence of exceptional maturity as Associate Professor for at least three years, and at least two of the following:

Extraordinary teaching skill in endeavors, such as

Presentation of lectures and conferences, and

Service as an attending or preceptor for at least two months each year

Evidence of extraordinary scholarly accomplishments, such as

Development of superior teaching materials and programs,

Publication of numerous scientific articles and chapters,

Presentation at state and national professional societies, or

Regular receipt of extramural research funds, or

Other unusual meritorious service to the program, such as

Leadership positions in state or national professional societies, or

Leadership positions in important community organizations

C. ADJUNCT FACULTY

The adjective, ADJUNCT, as in ADJUNCT PROFESSOR, is used to designate a person with a faculty appointment at another institution or with major responsibilities outside our own university who contributes to our college programs in a faculty capacity for brief periods, but on a continuing basis, from academic year to academic year.

D. VISITING FACULTY

Use of the adjective, VISITING, as in VISITING PROFESSOR, designates a person with a faculty appointment at another institution or with major responsibilities outside our own university who contributes to our college programs in a faculty capacity for a limited time, but not on a continuing basis, from academic year to academic year.

Persons recommended for ranks prefaced by the adjective Research, Clinical, Adjunct or Visiting require the same approval by the College Appointment and Promotion Committee and other appropriate review bodies as any other faculty rank of comparable status but are judged on the basis of anticipated contribution to the College. These persons are not subject to the procedures and requirements and prerequisites defined in the Faculty Handbook for full-time faculty.

E. AFFILIATE FACULTY

The College of Medicine, in its historical development, has maintained close ties with the professional community whose members have contributed, in one form or another, to the several functions of the College. This affiliation is recognized by the adjective, AFFILIATE, as in AFFILIATE PROFESSOR, AFFILIATE ASSOCIATE PROFESSOR, etc. The AFFILIATE FACULTY TRACK recognizes community members who support the programs and missions of the College of Medicine. Implicit in the designation is the recognition that contributions relate to those educational activities immediately relevant to the patient, often in a private practice setting, and on a limited or part-time basis, or, by collaborating on well-focused, significant research as a team member, project initiator or leader, as well as publication of results in peer-reviewed journals and presentation of peer-reviewed research talks. This support may be through a variety of mechanisms to include :volunteering time from private practice to participate in teaching at either the undergraduate or graduate medical levels, participating in College of Medicine conferences in their area of interest, or regularly consulting with College of Medicine faculty regarding

F. PROCEDURE FOR APPOINTMENT OF MODIFIED FACULTY

The following information should be submitted to the Dean of the College of Medicine:

Processing of applications for faculty appointments has been contractually assigned to **VERGE Solutions**. For further information, go to the APT website:
<https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>

1. **A completed Appointment Packet.** The Chair of the Department in which the candidate is seeking appointment is responsible for submitting to the Appointment, Promotion and Tenure (APT) Committee the required documentation and description of the candidate's accomplishments. The Department Chair should encourage the faculty candidate to provide accurate and current information regarding teaching, research, practice, administration, and other areas. A complete and well-organized Appointment Packet that adheres to College guidelines is required if the Committee is to give fair and timely consideration of the candidate's merits. Packets that do not adhere to College guidelines will be returned to the Chair for revision. The contents of the Appointment Packet are described below.
2. **Proposal letter from the Department Chair.** The Chair of the Department in which the candidate is seeking appointment is responsible for preparing a proposal letter and for providing the APT Committee the required documentation and description of accomplishments. The Department Chair must provide signed endorsement of the proposal letter if it is written by another official. Although it is anticipated that many Clinical Faculty may have limited direct involvement with academic and university pursuits, information regarding teaching, research, practice, administration and other areas provided by the candidate for inclusion in the Appointment Packet assists the Chair in preparing the letter. An up-to-date proposal letter is central in helping the APT Committee evaluate the candidate's accomplishments and suitability for appointment. The proposal letter must follow the outline provided in the Appendix. The letter should be appropriate for the level of rank proposed (See outline and examples in Appendix 2, 3).

3. If appointment is Dual (appointment in another department within the College of Medicine) or Joint (appointment in another college), include a letter of endorsement from the Chair of the other department or the Dean of the other college.
4. Include a completed Dual/Joint Appointment form (Appendix 9)
5. Completed Faculty Track designation form (Appendix 4).
6. An abbreviated one-page curriculum vitae (Appendix 5).
7. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). **Include only published or in-press citations.** Conform as closely as possible to the College of Medicine format, being sure to include all the required information. Departures from this format may result in delayed or postponed consideration of the appointment.
8. Candidate's personal statement. Briefly describe personal reflections on why the candidate is seeking an MUSC Clinical Faculty appointment. The statement may describe past accomplishments, areas of the candidate's particular strengths, and the candidate's future professional plans spanning the next five years. This page of packet must include a signed statement (See Appendix 7) testifying to the honesty and accuracy of the contents of the Appointment Packet submitted to the APT Committee.
9. Appointment to Associate Professor or Professor requires a minimum of two or more letters of recommendation, addressed to the Departmental Chair. These individuals should not be on the faculty of MUSC, and at least one letter should not be from an individual associated with the candidate by having been a past mentor/teacher/student/trainee. The candidate may submit to the Chair or Chair's designee five names of individuals for letters from which two may be selected. Individuals should be contacted by the Chair (not the candidate) using a letter structured from the College of Medicine letter-of-recommendation template (See Appendix 8). The letter should be accompanied by the candidate's CV, personal statement, and copies of pertinent pages from these guidelines that list the criteria for appointment/promotion to the candidate's proposed rank.
10. The Appointment Packet submitted to the APT Committee must include the list of individuals submitted by the candidate and also the chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. A copy of one of the Chair's letters sent in request of a letter of recommendation.
12. Background Check form. (Appendix 11).
13. A completed Position/Employee Action Request (PEAR) (Appendix 12) and/or UMA Personnel Action Request (PAR) (Appendix 13). (Not required for non-funded, volunteer appointment).
14. Official transcript from an institution of higher learning of highest degree earned, requested and paid for by VERGE. (Required by Southern Association of Colleges and Schools SACS).

Appointment recommendations are reviewed by the Chair of the College Appointment, Promotion and Tenure Committee (APT) Advisory Committee and forwarded to members of the APT Committee for review.

A majority is required for approval. However, when recommendations are disapproved by more than five members, the committee is convened to further consider the request, and when indicated, meet with the chairs to review concerns. Disapprovals also are transmitted to the Dean of the College for his review and action.

Appointments approved by the Dean of the College of Medicine are forwarded to the Vice President for Academic Affairs and Provost. Appointments at the level of Assistant Professor and below require approval only by the President of the Medical University. Senior level appointments (Associate Professor and Professor) require approval by the President of the Medical University and are sent to the Board of Trustees for review and approval.

Approved appointments are transmitted by the Vice President for Academic Affairs to the Dean of the College of Medicine who sends the following to the Department to be forwarded to the candidate:

- a. Appointment letter from the Dean to the candidate. A copy of this letter is to be signed and returned to the Dean's Office.

A copy of the appointment letter is sent to the Department Chair.

The faculty appointment is entered into the PRISM System. This includes name, degree(s), academic rank, department, faculty track, effective date of appointment.

The Office of Faculty Affairs prepares a faculty file which includes:

- a. The original recommendation letter with attached support materials.
- b. A copy of the letter from the Vice President for Academic Affairs indicating approval of the appointment and, when appropriate, by the Board of Trustees.
- c. Copy of the letter from the Dean, College of Medicine to the candidate indicating approval of the appointment.

G. PROCEDURE FOR PROMOTION OF MODIFIED FACULTY

The following information should be submitted to the Dean of the College of Medicine:

1. **A completed Promotion Packet.** The Chair of the Department in which the candidate is seeking promotion is responsible for submitting to the Appointment, Promotion and Tenure (APT) Committee the required documentation and description of the candidate's accomplishments. The Department Chair should encourage the faculty candidate to provide accurate and current information regarding teaching, research, practice, administration, and other areas. A complete and well-organized Promotion Packet that adheres to College guidelines is required if the Committee is to give fair and timely consideration of the candidate's merits. When time allows before final submission deadlines, packets that do not adhere to College guidelines will be returned to the Chair for revision. The contents of the Promotion Packet are described below. Packets are available from the Dean's Office upon request **and at the following web address:** <https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>
2. A completed Promotion Packet must be submitted to the Dean's Office before the submission deadline. Packets judged to have conformed to the following guidelines will be followed by a request to submit digital PDF file.
2. **Proposal letter from the Department Chair.** The Chair of the Department in which the candidate is seeking promotion is responsible for preparing a proposal letter and for providing the APT Committee the required documentation and description of accomplishments. The Department Chair must provide signed endorsement of the proposal letter if it is written by another official. Although it is anticipated that many Faculty may have limited direct involvement with academic and university pursuits, information regarding teaching, research, practice, administration and other areas provided by the candidate for inclusion in the Promotion Packet assists the Chair in preparing the letter. An up-to-date proposal letter is central in helping the APT Committee evaluate the candidate's accomplishments and suitability for promotion. A description of accomplishments since last promotion is important. The proposal letter must follow the outline provided in the Appendix. The letter should be appropriate for the level of rank proposed. (See outline and examples in Appendix 2, 3).

3. If appointment is Dual (appointment in another department within the College of Medicine) or Joint (appointment in another college), include a letter of endorsement from the Chair of the other department or the Dean of the other college.
4. Also include a completed Dual/Joint Appointment form (Appendix 9).
5. Completed Faculty Track designation form, (Appendix 4).
6. An abbreviated one-page curriculum vitae(Appendix 5).
7. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). **Include only published or in-press citations.** Conform as closely as possible to the College of Medicine format; being sure to include all required information. Departures from this format may result in delayed or postponed consideration of the promotion.
8. Candidate's personal statement. Briefly describe personal reflections on accomplishments, areas of the candidate's particular strengths, and the candidate's future professional plans spanning the next five years. This page of packet must include a signed statement (See Appendix 7) testifying to the honesty and accuracy of the contents of the Appointment Packet submitted to the APT Committee.
9. Promotion to Associate Professor or Professor requires a minimum of two letters of recommendation, addressed to the Departmental Chair. These individuals should not be on the faculty of MUSC, and at least one letter should not be from an individual associated with the candidate by having been a past mentor/teacher/student/trainee. The candidate may submit to the Chair or Chair's designee five names of individuals for letters from which two may be selected. Individuals should be contacted by the Chair or Chair's designee (not the candidate) using a letter structured from the College of Medicine letter-of-recommendation template (See Appendix 8). The letter should be accompanied by the candidate's CV, personal statement, and copies of pertinent pages from these guidelines that list the criteria for appointment/promotion to the candidate's proposed rank.
10. A copy of one of the Chair's letters sent in request of a letter of recommendation.
11. The Promotion Packet submitted to the APT Committee must include the list of individuals submitted by the candidate and also the chair's list of proposed individuals to write extramural letters of recommendation.
12. Updated Faculty Intramural Teaching Effort Report (Appendix 18). (Not required for non-funded volunteer faculty).
13. A copy of 3 recent publications selected by the candidate as representative of his/her capabilities and area of expertise. (Not required for non-funded volunteer faculty).

The applications are sent to the members of the College of Medicine APT committee for review. In cases where additional information is deemed necessary, meetings are scheduled with the department chair. When recommendations are disapproved, the department chair is notified by the chair of the APT Committee and the reasons for disapproval are reviewed. The chair may request a meeting with the committee to defend the recommendation. Actions of the APT Committee along with the booklets are transmitted to the Dean for review.

Promotions that are approved by the Dean of the College of Medicine are transmitted to the Vice-President for Academic Affairs and Provost who makes recommendations to the President. The President reviews recommendations, renders a decision and, when required, submits recommendations to the Board of Trustees for action.

When recommendations are approved, the Dean is notified by the Vice President for Academic Affairs and Provost and a letter specifying the promotion is sent to the faculty member from the Dean, with a copy to the chair of the department. A copy of the promotion letter is placed in the faculty member's file.

When a recommendation for promotion is disapproved, the Dean is notified by the Vice President for Academic Affairs and Provost. The Dean notifies the department chair who apprises the candidate of the action.

Promotions ordinarily are made twice a year, effective January 1 and July 1.

G. PROCEDURE FOR APPOINTMENT AND PROMOTION OF AFFILIATE FACULTY

A. **Eligibility.** Criteria for appointing Affiliate faculty are as follows: (1) the individual must provide a valuable service to the MUSC mission; (2) the individual must be appropriately qualified for the service they provide; (3) the individual's qualifications and contributions are vetted by the committee that approves the COM promotion applications, then approved by the Dean and the Provost and by the Board of Trustees (BOT) if the appointment is at the Associate or Professor rank; (4) the individual must receive no compensation from the College of Medicine (COM) or unit that issues the Affiliate faculty appointment.

An individual paid by a college or unit is ineligible to be an Affiliate faculty in that college/unit; if a faculty position in that COM is warranted, they should be so designated in accordance with the MUSC Faculty Handbook (including appropriate rank modifiers such as *Adjunct, Visiting, Research, or Clinical*). The title Affiliate shall not be used in conjunction with other faculty rank modifiers (e.g. *Adjunct, Visiting, Research, or Clinical*).

B. **Appointment Process.** Upon approval by the Provost (or by the BOT if the appointment is at the rank of Associate Professor or Professor), an appointment letter is issued by the COM, to be signed by the Affiliate faculty member and returned to the COM. All appointment (and renewal) letters shall make explicit that the title Affiliate must be included any time the individual refers to his/her MUSC faculty title (letterhead, e-mail signature, etc.). For example, John Smith, M.D., Affiliate Professor. The appointment and renewal letters will also make clear that Affiliate faculty are ineligible for tenure.

C. **Renewal of Affiliate designation.** On a 3-year cycle, all Affiliate faculty appointments will be reviewed by the college to determine whether the appointment will be renewed. Renewal is based on continued qualifications and provision of valued service to the college that issued the initial appointment. An Affiliate faculty appointment may be terminated at any time at the discretion of the Dean.

If a situation occurs that warrants departure from the policy and standards outlined herein, the Dean of the College is required to request special consideration from the Provost for exemption. The Provost has ultimate decision making authority to determine if the exemption is granted.

Affiliate Instructor

- Doctoral degree in one of the health sciences or basic sciences.
- Board eligible or certification in one of the medical specialties or equivalent postdoctoral training.
- Demonstrate excellence in either teaching, research or clinical practice.
- The ability to work cooperatively and collegially within a diverse environment.

Affiliate Assistant Professor

- Continues to meet all the criteria for Affiliate Instructor.
- Demonstrate continued excellence in either teaching, research or clinical practice.
- A minimum of three (3) years of professional postgraduate experience.
- The ability to work cooperatively and collegially within a diverse environment.

Or, must have achieved this rank as a MUSC employed faculty member in the College of Medicine.

Affiliate Associate Professor

- Continues to meet all the criteria for Affiliate Instructor
- Demonstrate continued excellence in either teaching, research or clinical practice.
- A minimum of eight (8) years of professional postgraduate experience.
- The ability to work cooperatively and collegially within a diverse environment.

Or, must have achieved this rank as a MUSC employed faculty member in the College of Medicine.

Affiliate Professor

Continues to meet all the criteria for Affiliate Instructor.

- Demonstrate continued excellence in either teaching, research or clinical practice.
- A minimum of fourteen (14) years of professional postgraduate experience.
- The ability to work cooperatively and collegially within a diverse environment.

Or, must have achieved this rank as a MUSC employed faculty member in the College of Medicine.

Should the Affiliate faculty member become an employed faculty member in the College of Medicine the appointment may be re-evaluated based on the appropriate rank and track requested by the department.

PROCEDURE FOR PROMOTION OF AFFILIATE FACULTY

The following information should be submitted to the Dean of the College of Medicine:

A completed Promotion Packet. The Chair of the Department in which the candidate is seeking promotion is responsible for submitting to the APT Committee the required documentation and description of the candidate's accomplishments. The Department Chair should encourage the faculty candidate to provide accurate and current information regarding teaching, research, practice, administration, and other areas. A complete and well-organized Promotion Packet that adheres to College guidelines is required if the Committee is to give fair and timely consideration of the candidate's merits. When time allows before final submission deadlines, packets that do not adhere to College guidelines will be returned to the Chair for revision. The contents of the Promotion Packet are described below. Packets are available **at the following web address:**

<https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee> (MUSC log-in required)

1. A completed Promotion Packet must be submitted to the Dean's Office before the submission deadline. Packets judged to have conformed to the following guidelines will be followed by a request to submit one printed copy and the complete digital PDF file.

2. **Proposal letter from the Department Chair.** The Chair of the Department in which the candidate is seeking promotion is responsible for preparing a proposal letter and for providing the APT Committee the required documentation and description of accomplishments. The Department Chair must provide signed endorsement of the proposal letter if it is written by another official. Although it is anticipated that many Affiliate Faculty may have limited direct involvement with academic and university pursuits, information regarding teaching, research, practice, administration and other areas provided by the candidate for inclusion in the Promotion Packet assists the Chair in preparing the letter. An up-to-date proposal letter is central in helping the APT Committee evaluate the candidate's accomplishments and suitability for promotion. A description of accomplishments since last promotion is important. The proposal letter must follow the outline provided in the Appendix. The letter should be appropriate for the level of rank proposed (See outline and examples in Appendix 2, 3).

3. **Letter of support** written for the Affiliate faculty member by a College of Medicine faculty member at the academic rank of equivalent stature or higher than the requested rank for the Affiliate faculty member (other than the Chair of the requesting department).
4. If appointment is Dual (appointment in another department within the College of Medicine) or Joint (appointment in another college), include a letter of endorsement from the Chair of the other department or the Dean of the other college.
5. Completed Faculty Track designation form (Appendix 4).
6. An abbreviated one-page curriculum vitae, preferably printed from FAIR in PDF format (Appendix 5).
7. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). **Include only published or in-press citations.** Conform as closely as possible to the College of Medicine format; being sure to include all required information. Departures from this format may result in delayed or postponed consideration of the promotion.
8. Candidate's personal statement. Briefly describe personal reflections on accomplishments, areas of the candidate's particular strengths, and the candidate's future professional plans spanning the next five years. This page of packet must include a signed statement (See Appendix 7) testifying to the honesty and accuracy of the contents of the Appointment Packet submitted to the APT Committee.

The applications are sent to the members of the College of Medicine APT committee for review. In cases where additional information is deemed necessary, meetings are scheduled with the department chair. When recommendations are disapproved, the department chair is notified by the chair of the APT Committee and the reasons for disapproval are reviewed. The chair may request a meeting with the committee to defend the recommendation. Actions of the APT Committee are transmitted to the Dean for review.

Promotions that are approved by the Dean of the College of Medicine are transmitted to the Executive Vice President for Academic Affairs and Provost who makes recommendations to the President. The President reviews recommendations, renders a decision and, when required, submits recommendations to the Board of Trustees for action.

When recommendations are approved, the Dean is notified by the Executive Vice President for Academic Affairs and Provost and a letter specifying the promotion is sent to the faculty member from the Dean, with a copy to the chair of the department. A copy of the promotion letter is placed in the faculty member's file.

When a recommendation for promotion is disapproved, the Dean is notified by the Executive Vice President for Academic Affairs and Provost. The Dean notifies the department chair who apprises the candidate of the action.

Promotions ordinarily are made twice a year, effective January 1 and July 1

VII. SPECIAL APPOINTMENTS

A. DUAL OR JOINT APPOINTMENT

A faculty member is eligible for a dual appointment when he/she participates in the activities of two administrative units within the College of Medicine. A person may hold a joint appointment when he/she contributes to the activities of two administrative units in different colleges of the Medical University. Chairs who make dual or joint appointments are urged to appoint at the same rank in each

administrative unit. However, circumstances may arise in which the candidate's credentials may require appointments at different ranks. Under such circumstances, the requirements of the participating chairs should take precedence. Persons recommended for dual or joint appointments should meet the same high standards that are applied to full-time members of the faculty. Chairs are urged to avoid courtesy appointments and to show evidence that the candidate participates actively in the scholarly affairs of the unit.

Request for Dual (appointment in another department within the College of Medicine) or Joint (appointment in another college), subsequent to initial primary appointment requires a letter from the Chair requesting appointment and endorsement from the Chair of the current department or Dean of other College. This will be submitted to the APT Committee and requires an up-to-date curriculum vitae utilizing the College of Medicine standard format (Appendix 6) and an abbreviated one-page curriculum vitae (Appendix 5). A completed Dual/Joint Appointment Form (Appendix 9) must also be submitted with the proposal.

B. DISTINGUISHED UNIVERSITY PROFESSOR

Faculty with a long history of exceptional contributions to the College of Medicine may be awarded the life-long faculty status of Distinguished University Professor.

The following information should be submitted to the Dean of the College of Medicine:

1. A letter requesting the change from the Department Chair which includes:
 - a. Candidate's full name and degree
 - b. Recommended change to Distinguished University Professor status
 - c. Effective date of change
2. An abbreviated one-page curriculum vitae (Appendix 5).
3. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). Include only published or in-press citations.

Recommendations for Distinguished University Professor status require approval by the Dean, College of Medicine, Vice- President for Academic Affairs, the President and the Board of Trustees.

C. EMERITUS FACULTY

Faculty may be awarded Emeritus status on the basis of length and quality of service upon official retirement from the University.

The following information should be submitted to the Dean of the College of Medicine:

1. A letter requesting the change from the Department Chair which includes:
 - a. Candidate's full name and degree
 - b. Recommended change to Emeritus status
 - c. Effective date of change
2. An abbreviated one-page curriculum vitae (Appendix 5).
3. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). Include only published or in-press citations.

Recommendations for Emeritus status require approval by the College of Medicine APT Committee, Dean, College of Medicine, Vice President for Academic Affairs, the President and the Board of Trustees.

D. ASSISTANT

The rank of Assistant is used to designate persons with a Bachelor's degree or lesser certification who participates in teaching, clinical service or administrative activities that contribute to the function of a department or division. This appointment does not carry permanent faculty status or faculty voting privileges.

E. ASSOCIATE

The rank of Associate requires at least a master's degree or comparable training and experience in an appropriate area. This appointment does not carry permanent faculty status or faculty voting privileges.

F. RESEARCH ASSOCIATE

An associated faculty member who holds an academic appointment, but is not assigned to a position in the progression of faculty rank may be eligible for appointment as a Research Associate. Research Associates do not have faculty voting privileges.

VIII. CHANGING THE STATUS OF FACULTY APPOINTMENTS

- A. Change in status of Faculty Appointment from modified faculty to regular faculty requires criteria, documentation and consideration identical to initial appointment. Guidelines described under Section V above should be followed.
- B. Change in status of Faculty Appointment from regular faculty to modified faculty requires a change in the Faculty Track form signed by the faculty member and the chair of the department. This should then be submitted to the Dean's Office with a letter from the Chair requesting the change. Appointment as modified faculty or eligibility for medical staff credentialing does not become active until the request is approved by the Dean, Provost, and University President.
- C. Change of a faculty primary appointment from one department to another requires:
1. A letter from the faculty member to the Dean requesting a departmental change. The letter should outline the reasons for the change, planned activities within the new department, ongoing associations and relationships with the previous department, and nature of discussions with both departmental chairs.
 2. A letter of agreement from the previous departmental chair.
 3. A letter of proposal for appointment from the chair of the department the faculty member will be joining. This letter should outline the proposed activities, responsibilities, and expectations of the faculty member in the new department.
 4. If the faculty member will retain a secondary appointment within the previous department, provisions listed under DUAL OR JOINT APPOINTMENT of these guidelines should be completed.

IX. SABBATICAL LEAVE

Sabbatical leave may be granted by the Board of Trustees upon recommendation by the President, following approval by the Department Chair, the Dean of the College of Medicine and the Vice President for Academic Affairs and Provost.

The following information should be submitted to the Dean of the College of Medicine:

1. A letter requesting sabbatical leave from the Department Chair.
2. A letter from the faculty member outlining plans and effective dates of sabbatical.
3. An abbreviated one-page curriculum vitae (Appendix 5)
4. An up-to-date curriculum vitae for the candidate utilizing the College of Medicine standard format (Appendix 6). Include only published or in-press citations.
5. Completed Sabbatical Leave approval form. (Appendix 26)

Upon return from sabbatical leave, the faculty member will submit a Sabbatical Leave Report (Appendix 25) to the Dean of the College of Medicine outlining accomplishments and personal benefits.

X. LEAVE OF ABSENCE

Leave of absence may be granted by the President following recommendation by the Department Chair, the Dean of the College of Medicine and the Vice President for academic Affairs and Provost.

1. A letter requesting leave of absence from the Department Chair.
2. A letter from the faculty member outlining plans and effective dates.

XI. CAREER PLANNING FILE

The Department establishes a career planning file for each new appointment (not required for non-funded volunteer faculty) which includes:

- a. A position description developed at the time of appointment (Appendix 22).
- b. An up-to-date copy of the faculty member's curriculum vitae utilizing the College of Medicine standard format (Appendix 6) with abbreviated C.V.(Appendix 5).
- c. A copy of the Faculty Intramural Teaching Effort Report (Appendix 18) which details initial teaching responsibilities and activities.

The Career Planning File is updated annually (not required for non-funded, volunteer faculty):

- a. Updated curriculum vitae
- b. Updated Faculty Intramural Teaching Effort Report
- c. Annual progress report from department/divisional career planning committee (Appendix 23).
- d. Annual Faculty Performance Evaluation (Appendix 24).
- e. Annual Faculty contract

Copies of the Annual Faculty Contract and Performance Evaluation are sent to the Dean's Office. Contracts are reviewed by the Dean's Staff and maintained on file.

XII. AHEC-AFFILIATED RESIDENCY PROGRAM FACULTY (CONSORTIUM)

A. MUSC COLLEGE OF MEDICINE APPOINTMENT, REAPPOINTMENT, AND PROMOTION CRITERIA AND PROCEDURES FOR FULLTIME AHEC FACULTY

Preamble

The Medical University of South Carolina (MUSC) College of Medicine recognizes the importance of full-time, AHEC-affiliated faculty members (salaried by AHEC-affiliated institutions) who do not pursue traditional tenure-track faculty appointments. These clinicians play a very important role both in their programs and in their communities. The heavy teaching and patient care responsibilities of these clinicians may limit their ability to participate in significant research or scholarship endeavors. However, their contributions to the education of medical students, residents, peers, and the local, state, and national medical communities warrant their consideration for appointment at MUSC as AHEC faculty.

The following procedures and criteria provide a structure for appointing, evaluating, and promoting AHEC-affiliated faculty members. Evaluation of performance should be based on both quantitative and qualitative estimates of activities relevant to the candidate's work.

Fulltime AHEC Faculty Track: The AHEC faculty track is an appointment track that recognizes the contributions of professionals at the institutions that comprise the SC AHEC system. This is a non-tenure granting track.

Eligibility: All full-time faculty who work at affiliated teaching sites that constitute the SCAHEC system and who are not employees of MUSC may be considered for faculty appointments on the AHEC track.

Appointments: Faculty proposed for appointment on the AHEC Track system will be submitted to and reviewed by the AHEC Executive Director. If the application is complete and the requested rank is consistent with the criteria, the AHEC Executive Director has the authority to approve the appointment. If there are any questions, the Executive Director will request that the AHEC Promotions (AHEC AP) Committee meet to consider the application. Appointments approved by the AHEC AP Committee are sent to the Dean of the MUSC College of Medicine for final action.

AHEC AP Committee: This committee will include a member of the faculty from each AHEC-affiliated family medicine residency program (excluding the residency program director). The AHEC Executive Director will serve as an ex officio member of the committee. Membership on the AHEC AP Committee will be a rolling four-year appointment where two individuals will rotate off annually. Everyone is eligible to remain for another four-year term.

Types of Appointment:

AHEC Instructor: an entry level position for new faculty members who may not have had time to demonstrate the skills or commitment necessary for a teaching career; eligible for certification by the board of their specialty (applies to physicians).

AHEC Assistant Professor: a board certified (applies to physicians) faculty member who is developing teaching and clinical skills. AHEC Assistant Professors should demonstrate excellence in teaching (through the accumulation of teaching awards, regional teaching invitations, and/or the participation in statewide teaching programs), excellence in clinical skills (including a heavy clinical load or clinical leadership within their institution), and some scholarly contribution (such as presenting at CME programs outside their institution, publishing scholarly paper(s), participating in a leadership role in clinical research activities, developing or revising curricular materials).

AHEC Associate Professor: a board certified (applies to physicians), mid-career educator who has demonstrated excellence at their own site. AHEC Associate Professors should demonstrate continued excellence in teaching and recognition for their educational services (consistent teaching awards, invitations to speak at regional and/or national meetings, publication of teaching methods or programs, administrative leadership of educational programs such as residency program director, clinic medical director, etc.), excellent clinical skills, and continued scholarly work (publications in national journals, participation in national committees or task forces, etc.).

AHEC Professor: a board certified, developed, mature educator with a regional and national reputation for leadership, educational excellence, and scholarship.

Appointment and Promotion Process:

Each appointment or promotion through the AHEC track will be initiated by an AHEC Program Director and forwarded to the AHEC Executive Director. If the application is complete and the requested rank is consistent with the criteria, the AHEC Executive Director has the authority to approve the appointment. If there are any questions, the Executive Director will request that the AHEC Promotions (AHEC AP) Committee meet to consider the application.

Recommendations for promotion of AHEC faculty will be reviewed by the AHEC AP Committee. Appointments approved by the AHEC AP Committee are sent to the Dean of the MUSC College of Medicine for final action.

AHEC Faculty Track Designations: An AHEC track faculty member will use the title MUSC AHEC Assistant Professor (AHEC site/specialty) (e.g., MUSC AHEC Associate Professor (Florence/Family Medicine)) as their official title in all material relating to their appointment at MUSC.

Promotion Criteria

Evidence of progressively effective performance is required for advancement through faculty ranks. Members of the Appointment and Promotions Committee will be guided by the following criteria in making their recommendations:

Instructor to Assistant Professor

Promotion from the rank of Instructor to the rank of Assistant Professor should be requested once individuals have demonstrated a keen interest and aptitude as teachers, clinicians, and/or researchers/scholars. Evidence should be provided based on the candidate's local, and where applicable, regional contributions. A physician candidate at the rank of Assistant Professor must be board certified, possess maturity of judgment, personal and professional integrity, motivated productivity, and a commitment to institutional and professional goals. Promotion from the rank of Instructor to the rank of Assistant Professor generally requires at least an "Adequate" record in two of the three categories (teaching, scholarship/research, service/patient care) and the accrual of a minimum of three points. If a category is not applicable to a candidate, the minimum requirement becomes two points.

Assistant Professor to Associate Professor

Promotion from the rank of Assistant Professor to the rank of Associate Professor should be requested only if individuals demonstrate real promise that they will become leading teachers, clinicians, and/or scholars/researchers. Promise should, in fact, be substantiated by tangible, developing evidence. A candidate at the rank of Associate Professor must possess maturity of judgment, personal and professional integrity, highly motivated productivity, potential for leadership, and commitment to institutional and professional goals. Promotion from the rank of Assistant Professor to the rank of Associate Professor generally requires at least an "Adequate" record in each of the three categories

(teaching, scholarship/research, service/patient care) and the accrual of a minimum of four points. If a category is not applicable to a candidate, the minimum requirement becomes three points.

Associate Professor to Professor

Promotion from the rank of Associate Professor to the rank of Professor should normally be based upon promise fulfilled. A move to the rank of Professor should be accompanied by evidence of attainment of national or international stature in a field. Additionally, a candidate for promotion at the rank of Professor must demonstrate maturity of judgment, personal and professional integrity, leadership skills, administrative abilities, and commitment to institutional and professional goals. Promotion from the rank of Associate Professor to the rank of Professor generally requires at least a “Substantial” record in each of the three categories (teaching, scholarship/research, service/patient care) and accrual of a minimum of seven points. If a category is not applicable to a candidate, the minimum requirement becomes five points.

Performance Categories Levels	Teaching	Scholarship/Research	Service/Patient Care
Unsatisfactory	0	0	0
Adequate	1	1	1
Substantial	2	2	2
Outstanding	3	3	3

Criteria for Achievement

1. Criteria for “Adequate” Achievement

- Teaching

Recognition as an effective teacher of medical students and residents. Documentation will include a rating of at least “3” (on a scale of “1” to “5” with “1” being lowest and “5” being highest) on the majority of student and peer evaluations and favorable letters from the clerkship and/or training director(s).

- Scholarship/Research

Publications of merit and significance as senior author or principal collaborator. It is not possible to give a precise, quantitative criterion for the number of publications, since the scope and influence of the work must be weighed in each case. Ordinarily the candidate would be expected to have published a minimum of 4 articles in refereed journals or the equivalent within an area in which the individual has demonstrated a consistent level of expertise. Documentation will include copies of publications and favorable review of the significance of the candidate’s scholarship in outside letters of reference. Educational products such as book chapters and comprehensive written curricula for use in educating students and/or residents will be considered as contributions in the scholarship/research category. Other qualifying activities would include funding of a competitive research grant with the candidate as the principal investigator; editorship (or associate or assistant editor) of a refereed professional or scientific journal; reviewer of several manuscripts for refereed journals or of several grant proposals for a study section; service on a scientific task force or advisor group for NIH or equivalent; or several refereed or invited scientific presentations at regional, state, national, or international meetings will also be evidence of proficiency in this area. Articles counted in the teaching category may not be counted again under scholarship/research or service/patient care. (Book reviews, letters to the editor, abstracts of oral presentations and papers submitted but not yet accepted are not considered as meeting this requirement). Documentation will include copies of published work and drafts of work that have been accepted by a journal or are in press.

- Service/Patient Care

Recognition as effective in carrying out assigned roles as leader or coordinator of programs, committee assignments, and/or counterpart activities in the community (e.g., participation in local, state or national professional organizations). Effective participation in assigned patient care activities. Documentation will include a favorable letter from the principal clinical program supervisor and the individual(s) to whom the candidate is accountable for committee work and public service assignments.

2. Criteria for "Substantial" Achievement

The criteria that follow are in addition to those required for "Adequate" achievement:

- Teaching

Documentation will include a rating of at least "4" (on a scale of "1" to "5" with "1" being lowest and "5" being highest) on the majority of student and peer evaluations and favorable letters from the clerkship and/or training director(s) for a significant teaching load. In addition, publication in a refereed journal on educational issues; teaching awards from residents or medical students; peer (CME) teaching beyond the institution at regional, state, or national professional meetings; or receipt of a career teacher grant or award, or serving as principal investigator for a training grant awarded to the department will also be evidence of proficiency in this area.

- Scholarship/Research

A "Substantial" publication record is required. While this is impossible to quantify precisely, it would ordinarily be expected that the candidate has published 8 or more articles, acting as senior author of at least 4, in referred journals, or the equivalent within an area in which the individual has demonstrated a consistent level of expertise. Documentation will include copies of publications and favorable review of the significance of the candidate's scholarship in outside letters of reference. Articles counted in the teaching category may not be counted again under scholarship/research or service/patient care. Educational products such as book chapters and comprehensive written curricula for use in educating students and/or residents will be considered as contributions in the scholarship/research category. Other qualifying activities would include funding of a competitive research grant with the candidate as the principal investigator; editorship (or associate or assistant editor) of a refereed professional or scientific journal; reviewer of several manuscripts for refereed journals or of several grant proposals for a study section; service on a scientific task force or advisory group for NIH or equivalent; or several refereed or invited scientific presentations at regional, state, national, or international meetings will also be evidence of proficiency in this area.

- Service/Patient Care

Candidate will have served effectively on committees, or the candidate will have documented a "Substantial" patient care record in any of several ways.

A "Substantial" service record also requires that the candidate will have served effectively on local, regional, or national committees.

Documentation of a "Substantial" patient care record requires that the candidate has become known for expertise and innovation in the diagnosis and/or treatment of a particular disease or of a particular group of patients. Or, the candidate might have developed a substantial reputation as a clinician treating a broad range of patients in support of the clinical mission of the program. The best documentation of these clinical contributions would come from the letter written by the program director; and if the reputation of the clinician has gone beyond the institution, outside letters as well.

In addition to the above, refereed publications on administrative or patient care issues; presenting one or more workshops or demonstrations on diagnosis or treatment at a regional, state, or national meeting; appointment to a regional, state, or national task force or committee addressing administrative, organizational, service delivery, or patient care issues; serving as a principal investigator for a training, clinical program, or public service grant awarded to the department; receipt of a grant or award for

research on patient treatment or participation in a multi-center collaborative treatment study; or department receipt of a national recognition award for excellence of a clinical program in which the candidate has devoted significant effort will also be evidence of proficiency in service/patient care.

3. Criteria for “Outstanding” Achievement

The criteria that follow are in addition to those required for “Substantial” achievement:

- Teaching

Documentation will include a rating of “5” (on a scale of “1” to “5” with “1” being lowest and “5” being highest) on a majority of student and peer evaluations and favorable letters from the clerkship and/or training director(s) for a very significant teaching load. Further evidence of proficiency in this area can be demonstrated as in the criteria for “Substantial” achievement.

- Scholarship/Research

Fifteen papers, 7 as senior author, published in refereed journals, or the equivalent as described in the “Substantial Achievement” section for Scholarship/Research within an area in which the individual has demonstrated consistent level of expertise depending on the percent of candidate’s effort assigned to scholarship/research (e.g., a candidate whose principal activity is research would be expected to meet the quantitative requirement at the high end of the range). Articles counted in the teaching category may not be counted again under scholarship/research or service/patient care. Outside letters should indicate that the candidate has a state, regional, and national reputation in some area in his or her field. Further evidence of proficiency in this area can be demonstrated as in the criteria for “Substantial” achievement.

- Service/Patient Care

Candidate will have served the department in a major administrative role (e.g., with oversight for a clinical, teaching, or research program that has multiple program elements, typically requiring supervision of the work of junior faculty or comparable personnel, or a similar major role or roles, continuing over several years, in a regional, state, or national professional organization); or the candidate will have demonstrated an “Outstanding” patient care record. In addition, the candidate’s administrative leadership will have received regional, state, or national recognition by peers, or the candidate will have achieved regional, state, or national prominence in some aspect of patient care.

An “Outstanding” service record also requires that the candidate will have served effectively on at least three local, regional, or national committees. Documentation of an “Outstanding” service record requires a favorable letter from committee chairs and/or from the program director. Outside letters will give favorable comment on the candidate’s regional, state, or national reputation as an outstanding organizational leader.

Documentation of an “Outstanding” patient care record requires that the candidate will have a regional, state, or national reputation for expertise and innovation in the diagnosis and/or treatment of a particular disease or of a particular group of patients. Outside letters will give favorable comment on the candidate’s regional, state, or national reputation as an outstanding clinician.

In addition to the above, further evidence of proficiency in the area of service/patient care can be demonstrated as in the criteria for “Substantial” achievement.

Appendix: Additional Suggested Sources for Documentation of Performance

1. Teaching

Contribution to:

a. Curriculum development

- Undergraduate medical education: give course number and type of activity
- Graduate medical education: describe curriculum, type of student, goals of program
- Postgraduate education: describe curriculum, type of student, goals of program
- Continuing medical education: describe curriculum, type of participants, goals of program

b. Undergraduate, graduate, postgraduate, and continuing medical education

- Classroom lecture: give number of contact hours, number of learners
- Case conference: give frequency, number and type of participants, topic area
- Clinical teaching and supervision: give frequency, number of learners, type of activity
- Course coordination: final number of contact hours, number of students

c. Participation in training and educational curricula of affiliated programs

d. Evidence of teaching quality and quantity of teaching load

- Peer evaluations
- Student and/or resident evaluations
- Residents' performance on objective tests (e.g., In-training Exam, Specialty Boards)
- Evaluation by department chair
- Evaluation by faculty of higher rank

e. Development of teaching methods or aids

- Computer simulation
- Audio-visual presentations
- Medical illustrations
- Handouts
- Models (anatomical, biochemical, etc.)
- Other (weekend symposium, etc.)

2. Scholarship/Basic and Applied Research

a. Publications

- Refereed journal articles
- Books
- Book chapters
- Clinical and case reports
- Invited reviews
- Non-refereed journal articles

b. Presentations

- Invited talks at scientific and professional meetings
- Non-invited talks
- Seminars given

c. Grants

- Applications submitted, approved, and/or funded

d. Development and supervision of student research projects

- Medical student research projects

- Resident research projects
 - Membership on dissertation committees, oral examination committees
- e. Attendance at and participation in professional and scientific meetings

3. Service/Patient Care

Service

a. To students and/or residents:

- Faculty advisor
- Student counseling
- Advisor to student organizations
- Membership on student-faculty committees

b. To the program:

- Course coordination
- Committees and subcommittees (e.g., practice plan, curriculum development, library, etc.)
- Administrative responsibilities

c. To affiliated hospitals:

- Committees and subcommittees (e.g., quality assurance, medical staff, etc.)
- Administrative responsibilities

d. To the profession:

- Presentations at professional meetings
- Development of symposia, professional meetings, etc.
- Chair at professional meetings
- Professional organization/society officer
- Service on ethics boards, boards of examiners
- Editorial board membership
- Professional organization/society memberships and activities
- Research and grant review panels
- Membership on accreditation committees
- Development of grants

e. To the community:

Professional services

- Program development (e.g., programs for specific reference groups, such as the handicapped, etc.), patient education
- Support and assistance to community groups (e.g., hospice, homeless, the blind)
- Advisor to federal, state, and local decision-making groups (e.g., regarding health care to the indigent, crisis intervention, disaster preparedness, utilization of medical care, etc.)
- Consultations to hospitals, nursing homes, etc.

Other: Civic activities

- Presentation to schools, civic groups and agencies
- Membership on governing boards of voluntary agencies, schools, churches
- Talks to schools, clubs

Patient Care

- a. Participation in clinical services
 - b. Publications in refereed journals on patient care
 - c. Presentations at professional meetings on patient care
 - d. Membership on regional or national task force or committee on patient care
 - e. Grant for research on patient care
 - f. Participation in multi-center collaborative treatment study
 - g. Award for excellence in clinical services
 - h. Reputation among peers as an excellent clinician
4. Special Honors

Procedure for Appointment and Promotion of AHEC Track Faculty:

The following information should be submitted to the Executive Director of the South Carolina AHEC:

1. Letter of recommendation from the Program Director at the AHEC residency program to Executive Director of SC AHEC to include: name, degree, recommended academic rank, effective date of appointment, qualifications of candidate, description of responsibilities and duties, and an assessment of the candidate's performance based on the Performance Category Levels.
2. Statement of distribution of candidate's time and effort in teaching, scholarship/research, and service/patient care.
3. Appointment to Associate Professor and Professor requires two or more letters of recommendation from colleagues addressed to the Executive Director, SC AHEC.
4. An abbreviated one-page curriculum vitae (Appendix 1).
5. An up-to-date curriculum vitae utilizing the College of Medicine Standard Format (Appendix 2).
6. Signed candidate's personal statement (Appendix 3).
7. Request for transcript form, requested and paid for by VERGE (Appendix 4).

Provision for Extended Absences

If someone is required to take a leave of absence due to military service, illness, family leave, etc. upon their return they would return to their prior appointment and be eligible for promotion based on the criteria contained in this document.

Appeal Provision

1. If the Program Director chooses to appeal a decision made by the AHEC AP Committee or by the Dean of the College of Medicine at MUSC, the following steps should be taken: If the appeal is made to the AHEC AP Committee, a letter of appeal would be sent to the Executive Director of the South Carolina AHEC. The Executive Director, in turn, would schedule a special meeting of the AP Committee to consider the appeal. The Program Director presenting the appeal would be invited to participate in

this meeting. Such a meeting would occur in person or by other means of communication. After hearing the appeal, the AHEC AP Committee would render its opinion and so inform the Program Director. If the Program Director was not satisfied with the response to the appeal, he/she can present a letter and request an appointment for an appeal with the Dean of the College of Medicine.

2. If the Program Director seeks to appeal a decision made by the Dean of the College of Medicine, the Program Director would submit a letter of appeal to the Dean and request a time to meet with the Dean to discuss the reasons for the appeal. Such a meeting could occur in person or by other means of communication.

Appendix 2

An up-to-date curriculum vitae utilizing the College of Medicine standard format. Include only published or in-press citations. Conform exactly to the College of Medicine format; departures from this format may result in delayed or postponed consideration of the appointment/promotion.

CURRICULUM VITAE FORMAT

Name: Birth Date: (Optional)

Home Address:

Phone:

Office Address:

Phone:

Fax:

Citizenship and/or Visa Information:

Education (Beginning with Baccalaureate Degree):

Institution/Location

Years

Degree/Date

Field of Study

Internship: (Place) (Dates)

Residencies or Post Doctoral: (Place) (Dates)

Specialty/Board Certification:

Date:

Licensure:

Date:

Military Service:

Faculty Appointments (Begin with initial appointment):

Years

Rank

Institution

Department

Administrative Appointments:

Years

Position

Institution

Department

Hospital Appointments/Privileges:

Years

Active/Inactive

Institution

Other Experience:

Years

Position

Institution

Department

Membership in professional/scientific societies (include offices held):

National Societies

Local Societies

Editorial Positions:

Extramural Grants/award amount (current and past):

As Principal Investigator (% time)

As Co-Investigator (% time)

Intramural Grants/amount of award:

Awards, Honors, Membership in Honorary Societies:

Academic Committee Activities (past 5 years):

University

College

Department

Division

Major Teaching Interests and Responsibilities (Current):

Undergraduate Medical Education

Graduate Medical Education

Graduate Studies Education

Continuing Medical Education

CURRICULUM VITAE FORMAT (Continued)

Mentoring Activities

Major Clinical Interests and Responsibilities:

Major Research Activities and Responsibilities:

Lectures and Presentations during the last 3 years – Identify the name and location of the meeting/conference. List presentations under the following headings:

Invited lectures and presentations

Submitted presentations (e.g., abstract or paper presentations)

Extramural Professional Activities:

Faculty Development:

Community Service:

NOTE: Please use the following symbols to identify names of
Medical students*
Graduate students#
Residents+
who appear as co-authors on publications.

Publications: Number and list in chronological order publications under the following headings in the order shown.

Peer Reviewed Journal Articles: Published or accepted for publication in final form

Non- Peer Reviewed: Published non-peer reviewed journal articles

Scholarly Books and Monographs:

Chapters in Scholarly Books and Monographs

Peer Reviewed Electronic Publications:

Non-Peer Reviewed Electronic Publications:

Other Publications: (e.g., newspapers and magazines)

Products or Patents:

Revised 11/2011

Appendix 3

Signed candidate's personal statement

Describe personal reflections on accomplishments, areas of particular strength of your Appointment/Promotion Packet, and your future professional plans spanning the next five years.

The contents of this packet represent a true and accurate statement of my activities and accomplishments.

Signed _____ Date _____

Appendix 4

Official transcript from an institution of higher learning

REQUEST FOR TRANSCRIPT

Transcript Requested From

Names of Institution: _____

Address of Institution: _____

REQUESTER INFORMATION

Current Name: _____

Name on Transcript: _____

Current Address: _____

 Number and Street _____

 City, State, Zip _____

 Telephone No. _____

Social Security Number: _____

Dates of Attendance: _____

Degree/Year Awarded: _____

SIGNATURE: I authorize the release of my academic records to the individual/institution named below:

Signed: _____ Date: _____

_____ Date: _____

Faculty Appointment in the MUSC Department of:

Destination: Please send this official transcript to:

Dean's Office, College of Medicine
601 Clinical Science Building
Medical University of South Carolina
P.O. Box 250617, 96 Jonathan Lucas Street
Charleston, SC 29425

Attn: Cathy Martin
Tel: (843) 792-5374
Fax: (843) 792-2967

B. APPOINTMENT, REAPPOINTMENT, AND PROMOTION CRITERIA AND PROCEDURES FOR VOLUNTEER FACULTY

Preamble

The MUSC College of Medicine recognizes the need for Volunteer faculty members (not salaried by the MUSC College of Medicine or affiliated institutions) to participate in its educational, research, and service programs. The following procedures provide a structure for the appointment, reappointment, and promotion of these Volunteer faculty in the MUSC College of Medicine.

Volunteer AHEC Faculty: The MUSC AHEC Volunteer faculty designation is an appointment that recognizes the contributions of professionals in communities in South Carolina who volunteer to teach health professions students and/or residents. (A faculty appointment is not required to teach MUSC students or residents. Course directors are required to have a faculty appointment if they grade students and/or residents.)

Appointment and Promotion Procedure Eligibility: All health care professionals who volunteer to teach MUSC health professions students and/or residents training at South Carolina AHEC-affiliated residencies may be considered for faculty appointments as MUSC AHEC Volunteer faculty.

Appointments Faculty proposed for appointment on the AHEC Track system will be submitted to and reviewed by the AHEC Executive Director. If the application is complete and the requested rank is consistent with the criteria, the AHEC Executive Director has the authority to approve the appointment. If there are any questions, the Executive Director will request that the AHEC Promotions (AHEC AP) Committee meet to consider the application. Appointments approved by the AHEC AP Committee are sent to the Dean of the MUSC College of Medicine for final action.

AHEC AP Committee: This committee will include a member of the faculty from each AHEC-affiliated family medicine residency program (excluding the residency program director). The AHEC Executive Director will serve as an ex officio member of the committee. Membership on the AHEC AP Committee will be a rolling four-year appointment where two individuals will rotate off annually. Everyone is eligible to remain for another four-year term.

Criteria for Appointment

MUSC AHEC Clinical Assistant Professor: a practitioner who has served as a Volunteer faculty member for at least two years. This individual will have served as a teacher for health professions student(s) and/or residents for at least 100 hours during the preceding two years.

AHEC Clinical Associate Professor: a practitioner who has served as Volunteer faculty member for at least six years. This individual will have served as a teacher for health professions student(s) and/or residents for at least 100 hours during the preceding two years.

AHEC Clinical Professor: a practitioner who has served as Volunteer faculty member for at least nine years. This individual will have served as a teacher health professions student(s) and/or residents for at least 100 hours during the preceding two years.

Titles for Volunteer Faculty

Volunteer, non-salaried faculty with appointments in the MUSC College of Medicine are designated with the title MUSC AHEC Clinical _____ Professor (AHEC site/specialty) (e.g., MUSC AHEC Clinical Associate Professor (Florence/Pediatrics) as their official title.

Promotion Criteria

Evidence of effective performance is required for advancement through the Volunteer faculty ranks. Members of the AP Committee will be guided by the following criteria when making their recommendations:

Assistant Professor to Associate Professor

Promotion from the rank of Clinical Assistant Professor to the rank of Clinical Associate Professor may be requested once an individual has demonstrated a consistent, keen interest and aptitude as a teacher and clinician. The request for promotion to Clinical Associate Professor should be contained in a letter submitted by the Program Director in the region where the clinician is practicing or teaching. Quotes from prior learners may be included in the Program Director's letter, or separate letter(s) from prior learners may be submitted. .

Clinical Associate Professor to Clinical Professor

Promotion from the rank of Clinical Associate Professor to the rank of Clinical Professor may be requested once an individual has demonstrated a consistent, keen interest and aptitude as a teacher and clinician. The request for promotion to Clinical Professor should be contained in a letter submitted by the Program Director in the region where the clinician is practicing or teaching. Quotes from prior learners may be included in the Program Director's letter, or separate letter(s) from prior learners may be submitted.

Provision for Extended Absences

If someone is required to take a leave of absence due to military service, illness, family leave, etc., upon their return they would return to their prior appointment and be eligible for promotion based on the criteria contained in this document.

Procedure for Appointment and Promotion of AHEC Volunteer Faculty:

The following information should be submitted to the Executive Director of the South Carolina AHEC:

1. A letter of recommendation from the Program Director at the AHEC residency program to the Executive Director of the South Carolina AHEC to include: name, degree, recommended Volunteer faculty rank, effective date of appointment, and qualifications of the candidate. When a recommendation for promotion is submitted, the letter should also include, or be accompanied by, letter(s) by learners describing the Volunteer faculty member's abilities that would support advancement to the next faculty rank. The Program Director's letter should also provide information about the number of students and/or residents for whom the volunteer faculty member has served as a preceptor during each of the years since their most recent faculty appointment or promotion.
2. An abbreviated one-page curriculum vitae (Appendix 1).
3. An up-to-date curriculum vitae utilizing the College of Medicine Standard Format (Appendix 2).
4. Signed candidate's personal statement (Appendix 3).
5. Request for transcript form, requested and paid for by VERGE (Appendix 4).

Appeal Provision

1. If the Program Director chooses to appeal a decision made by the AHEC Executive Director, the AHEC AP Committee or by the Dean of the College of Medicine at MUSC, the following steps should be taken: If the appeal is made to the AHEC AP Committee, a letter of appeal would be sent to the Executive Director of the South Carolina AHEC. The Executive Director, in turn, would schedule a special meeting of the AHEC AP Committee to consider the appeal. The Program Director presenting the appeal would be invited to participate in this meeting. Such a meeting would occur in person or by other means of communication. After hearing the appeal, the AP Committee would render its opinion and so inform the Program Director. If the Program Director was not satisfied with the response to the appeal, he/she can present a letter and request an appointment for an appeal with the Dean of the College of Medicine.

If the Program Director seeks to appeal a decision made by the Dean of the College of Medicine, the Program Director would submit a letter of appeal to the Dean and request a time to meet with the Dean to discuss the reasons for the appeal. Such a meeting could occur in person or by other means of communication.

Appendix 2

An up-to-date curriculum vitae utilizing the College of Medicine standard format. Include only published or in-press citations. Conform exactly to the College of Medicine format; departures from this format may result in delayed or postponed consideration of the appointment/promotion.

CURRICULUM VITAE FORMAT

Name: Birth Date: (Optional)

Home Address: Phone:

Office Address: Phone: Fax:

Citizenship and/or Visa Information:

Education (Beginning with Baccalaureate Degree):

Institution/Location Years Degree/Date Field of Study

Internship: (Place) (Dates)

Residencies or Post Doctoral: (Place) (Dates)

Specialty/Board Certification: Date:

Licensure: Date:

Military Service:

Faculty Appointments (Begin with initial appointment):

Years Rank Institution Department

Administrative Appointments:

Years Position Institution Department

Hospital Appointments/Privileges:

Years Active/Inactive Institution

Other Experience:

Years Position Institution Department

Membership in professional/scientific societies (include offices held):

National Societies

Local Societies

Editorial Positions:

Extramural Grants/award amount (current and past):

As Principal Investigator (% time)

As Co-Investigator (% time)

Intramural Grants/amount of award:

Awards, Honors, Membership in Honorary Societies:

Academic Committee Activities (past 5 years):

University

College

Department

Division

Major Teaching Interests and Responsibilities (Current):

Undergraduate Medical Education

Graduate Medical Education

Graduate Studies Education

Continuing Medical Education

CURRICULUM VITAE FORMAT (Continued)

Mentoring Activities

Major Clinical Interests and Responsibilities:

Major Research Activities and Responsibilities:

Lectures and Presentations during the last 3 years – Identify the name and location of the meeting/conference. List presentations under the following headings:

Invited lectures and presentations

Submitted presentations (e.g., abstract or paper presentations)

Extramural Professional Activities:

Faculty Development:

Community Service:

NOTE: Please use the following symbols to identify names of
Medical students*
Graduate students#
Residents+
who appear as co-authors on publications.

Publications: Number and list in chronological order publications under the following headings in the order shown.

Peer Reviewed Journal Articles: Published or accepted for publication in final form

Non- Peer Reviewed: Published non-peer reviewed journal articles

Scholarly Books and Monographs:

Chapters in Scholarly Books and Monographs

Peer Reviewed Electronic Publications:

Non-Peer Reviewed Electronic Publications:

Other Publications: (e.g., newspapers and magazines)

Products or Patents:

Revised 11/2011

Appendix 3

Signed candidate's personal statement

Please briefly describe what motivates you to serve as a volunteer teacher and seek an appointment to the MUSC/AHEC Clinical Faculty.

The contents of this packet represent a true and accurate statement of my activities and accomplishments.

Signed _____ Date _____

ing

REQUEST FOR TRANSCRIPT FORM

Transcript Requested From

Names of Institution: _____

Address of Institution: _____

REQUESTER INFORMATION

Current Name: _____

Name on Transcript: _____

Current Address:

Number & Street _____

City, State, Zip _____

Telephone No. _____

Social Security Number: _____

Dates of Attendance: _____

Degree/Year Awarded: _____

SIGNATURE: I authorize the release of my academic records to the individual/institution named below:

Signed: _____ Date: _____

Faculty Appointment in the MUSC Department of _____

Destination: Please send this official transcript to:

Dean's Office, College of Medicine
601 Clinical Science Building
Medical University of South Carolina
PO Box 250617, 96 Jonathan Lucas Street
Charleston, SC 29425

Att: Cathy Martin
Tel: 843 792-5374
Fax: 843 792-2967

XIII. REGULAR FACULTY TENURE

Tenure is the assurance of continuous employment at a particular faculty rank. The assurance of compensation applies to that base academic salary which is agreed upon by the faculty member and the department chair, as defined in the annual contract. Tenure ensures academic freedom, with the expectation that the faculty member will continue to perform according to accepted standards subject to termination for cause (Faculty Handbook 7.1.1), upon retirement, on account of financial exigency or the change or abolition of institutional programs. Tenure rests in the college or department of primary appointment only. The initial letter of appointment and/or contract and annual renewals shall specify status with regard to tenure.

Tenure may be recommended for faculty members appointed to the rank of Professor or Associate Professor. A high level of performance is required; however, tenure is not based upon specific academic skills or attainments. These qualifications are considered in the process of promotion in rank.

The University separates issues associated with tenure from those related to promotion, recognizing that tenure involves criteria different from those defined for appointment and promotion. In considering tenure, there must be evidence of achievement in research or in clinical expertise; success as a teacher is an essential element for tenure regardless of other attainment. All of these factors: teaching, achievement in research and clinical care, represent threshold characteristics that must be met prior to consideration for tenure.

In considering tenure, the individual's long-term value to the University is the central issue.

1. Implicit in the determination of value is academic maturity, a qualitative, not quantitative, characteristic. Many factors contribute to academic maturity. Some of these are professional judgment, wisdom, collegiality, citizenship in the academic community and the capacity to promote development of colleagues and students.
2. Tenure is recommended when, in the opinion of the college, a level of mutual trust and responsibility has developed such that the ability of the college to meet its academic and societal mission and the effectiveness of the faculty member in maximizing scholarly exchange and intellectual exploration, both are enhanced by the relationship.

Once achieved, these characteristics are rarely lost, and it is this durable and continuous state which permits the long-term commitments and obligations inherent in tenure. It is recognized that tenure is of value to the college in the retention of superior faculty members, and to the faculty member in economic security; however, these factors are secondary to its primary purpose.

Appointment to a status of tenure carries obligations both for the College of Medicine and for the faculty member. The college has established a mechanism for regular review of all faculty with the intent of maximizing career development opportunities including faculty holding tenured positions.

The tenure decision requires review and appraisal by several committees of peers in the department in the college and at the university level. Each committee makes recommendations to a department chair, the Dean of the College of Medicine, the Provost, the President and ultimately to the Board of Trustees. The procedure is appropriately complex and lengthy.

Revised May 1994

XIV. PROCEDURE FOR AWARDED FACULTY TENURE

- A. Recommendations for tenure are submitted to the Dean's Office no later than May 1 annually.

Policies related to tenure are contained in the Medical University of South Carolina Faculty Handbook (6.3).

Recommendations for tenure are initiated by the Department Chair. In large departments, tenure recommendations are considered initially by a departmental APT committee that advises the chair. In smaller departments, senior faculty as a whole may participate in the review of potential candidates for tenures.

The following information regarding tenure candidates must be submitted to the Dean of the College:

1. **A completed Tenure Packet.** The Chair of the Department in which the candidate is seeking tenure is responsible for submitting to the APT Committee the required documentation and description of the candidate's accomplishments. The Department Chair should encourage the faculty candidate to provide accurate and current information regarding teaching, research, practice, administration, and other areas. A complete and well-organized Tenure Packet that adheres to College guidelines is required if the Committee is to give fair and timely consideration of the candidate's merits. When time allows before final submission deadlines, packets that do not adhere to College guidelines will be returned to the Chair for revision. The contents of the Tenure Packet are described below. Packets are available on the APT website. <https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>
A completed Tenure Packet must be submitted to the Dean's Office before the submission deadline. Packets judged to have conformed to the following guidelines will be followed by a request to submit 3 paper-clipped copies.
2. **Proposal letter from the Department Chair.** The Chair of the Department in which the candidate is seeking tenure is responsible for preparing a comprehensive proposal letter and for providing the APT Committee the required documentation and description of accomplishments. Accurate and current information regarding teaching, research, practice, administration, and other areas provided by the candidate for inclusion in the Tenure Packet assists the Chair in preparing the letter. An accurate, comprehensive, well-documented, and up-to-date proposal letter is central in helping the APT Committee evaluate the candidate's accomplishments and suitability for tenure. The Chair should recognize that the APT Committee values teaching and clinical practice but accomplishments in these areas are difficult to quantify and grade. Special attention should be directed toward these areas of the candidate's efforts in writing the proposal letter. The proposal letter must follow the outline provided in the Appendix. Incomplete letters may delay consideration of the candidate's granting of tenure.
3. When the candidate holds a Dual or Joint appointment, there should be a letter from the secondary Chair or Dean supporting the recommendation.
4. Also include a completed Dual/Joint Appointment form (Appendix 9).
5. Completed Faculty Track designation form.
6. An abbreviated one-page curriculum vitae (Appendix 5).
7. An up-to-date curriculum vitae for the candidate utilizing the **College of Medicine standard format** (Appendix 6). **Include only published or in-press citations.** Conform exactly to the College of Medicine format; departures from this format may result in delayed or postponed consideration of tenure.
8. Candidate's personal statement. Describe personal reflections on contributions to the College and University missions. Discuss future professional plans and how they will further assist the interests of the College. State the reasons why tenure should be granted. This page of packet must include a signed statement (See Appendix 7) testifying to the honesty and accuracy of the contents of the Tenure Packet submitted to the APT Committee.
9. Tenure requires a minimum of four letters of recommendation, addressed to the Departmental Chair. Individuals selected to write the minimum four letters should be non-MUSC faculty in the candidate's field at the academic rank of professor or its equivalent stature. **At least two of these individuals should not be associated with the candidate by having been past mentors/teachers/students/trainees.** The candidate may submit to the Chair or Chair's designee five names of individuals for letters from which two of the required ones may be selected. However, the Chair or Chair's designee should select at least

two of the four required letters from sources other than the candidates list. Individuals should be contacted by the Chair (not the candidate) using a letter structured from the College of Medicine letter-of-recommendation template (See Appendix 8). The letter should be accompanied by the candidate's CV, personal statement, and copies of pertinent pages from these guidelines that list the criteria for tenure.

10. The Tenure Packet submitted to the APT Committee must include the list of individuals submitted by the candidate and also the chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. A copy of one of the letters from the Chair soliciting extramural letters of recommendation.
12. Updated Faculty Intramural Teaching Effort Report (Appendix 18).
13. Teaching Evaluations on candidate (obtained from medical student, residents, fellows, postdocs, graduate students, CME programs, etc.)
14. A copy of 3 recent publications selected by the candidate as representative of his/her capabilities and area of expertise.
15. One copy of the Tenure Packet should be submitted to the Dean's Office for review. If the Packet is found to adhere to College guidelines, after which a digital PDF file should be submitted.

Completed recommendations are collated and distributed to the APT Advisory Committee for review. The APT Committee meets to review all recommendations for tenure during the summer. In cases where additional information is deemed necessary, meetings are scheduled with the department chair. The Committee also may solicit additional information, such as an assessment of the quality of a candidate's teaching from curriculum course directors. When a recommendation is disapproved the department chair is notified by the chair of the committee and reasons for the disapproval are reviewed. The chair may request a meeting with the committee to defend the recommendation. Actions of the APT Committee are transmitted to the Dean, along with the tenure recommendations.

Tenure recommendations approved by the Dean are forwarded to the Vice-President for Academic Affairs and Provost who is advised by a University Tenure Committee. The University Committee pays special attention to the candidate's competence in teaching, along with other qualifications for tenure.

Recommendations which are approved by the Vice President for Academic Affairs and Provost are transmitted to the President, and through him to the Board of Trustees for final review and approval.

When recommendations for tenure are approved by the Board of Trustees, the Dean is notified by the Vice President for Academic Affairs and Provost, and a letter indicating approval is sent to the candidate, with a copy to the chair of the department. When a recommendation for tenure is disapproved, the Dean notifies the chair of the department who apprises the candidate.

Appointments to tenure ordinarily are effective on January 1.

On occasion, a department may recommend an initial appointment that includes a request that the candidate receive tenure. When approved by the Dean, the request requires a special meeting of the University Tenure Committee to consider the recommendation. When approved by the Vice President for Academic Affairs and Provost, the recommendation is forwarded to the President, and, through him, to the Board of Trustees for review and approval.

**College of Medicine
Medical University of South Carolina**

APPENDICES

1. Check list of elements needed for Regular Faculty Appointment.
2. Proposal Letter from Department Chairman - Appointment and Promotion
3. Examples of Department Chairman Proposal Letters - Appointment and Promotion
4. Faculty Track designation.
5. Abbreviated Curriculum Vitae
6. COM Standard Format Curriculum Vitae Format
7. Signed Candidate's Personal Statement of Accomplishments
8. Template for Chair's letter requesting letters of recommendation
9. Dual/Joint Appointment Form
10. Background Check form
11. MUSC Position/Employee Action Request Form (PEAR)
12. UMA Personnel Action Request (PAR)
13. Transcript Request
14. Checklist of elements needed for Modified Faculty Appointment
15. Checklist of elements needed for Regular Faculty Promotion
16. Checklist of elements needed for Modified Faculty Promotion
17. Faculty Intramural Teaching Effort Report
18. Checklist of elements needed for the TENURE Packet
19. Proposal Letter from Department Chairman - Tenure
20. Examples of Department Chairman Proposal Letters - Tenure
21. Faculty Position Description
22. Faculty Progress Summary
23. Faculty Performance Evaluation
24. Sabbatical Leave Report form

CHECK LIST FOR REGULAR FACULTY APPOINTMENTS

Name: _____ Degree: _____

Requested Appointment: _____ Effective Date: _____

Department: _____ Division: _____

Processing of applications for faculty appointments has been contractually assigned to **VERGE Solutions**. For further information, go to the APT website:

<https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>

1. _____ Completed Checklist as coversheet to packet
2. _____ Letter of proposal from the Department Chair addressed to the Dean.
3. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), include a letter of endorsement from the Chair of other department or Dean of other college.
4. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), include a completed Dual/Joint Appointment Form.
5. _____ Completed Faculty Track designation form.
6. _____ An abbreviated one-page curriculum vitae
7. _____ An up-to-date curriculum vitae utilizing **the College of Medicine standard format**.. Include only published or in-press citations.
8. _____ Signed candidate's personal statement
9. _____ Appointment to Associate Professor or Professor requires four or more extramural letters of recommendation, addressed to the Chair.
10. _____ The candidate's list of proposed individuals to write extramural letters of recommendation. The chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. _____ A copy of one of the letters from the Chair soliciting extramural letters of recommendation.
12. _____ Official transcript from an institution of higher learning, requested and paid for by VERGE. (Required by Southern Association of Colleges and Schools, SACS).

**Proposal Letter from the Department Chair
For Regular and Modified Faculty
Appointments and Promotion**

Key Points: Proposal letters for appointment/promotion to Associate Professor and Professor should be structured with the use of headings that identify the letter elements listed below. Emphasize accomplishments since last promotion.

I. Introductory paragraph. State the candidate's full name and degree, proposed academic rank, proposed faculty track, effective date of appointment, and the field in which appointment or promotion is being proposed. State clearly if this is an appointment or a promotion. **For new appointments, indicate if the candidate is being proposed for tenure.** State for modified and consortium hospital faculty candidates not employed by MUSC their place of primary employment; average monthly hours of contact with MUSC students, residents, and fellows; contributions to the academic missions of the College of Medicine and University.

II. Education.

- A. Specific roles and accomplishments at MUSC: lecturer, student adviser, student or resident preceptor, clinical attending, supervisor of fellows or junior faculty, developer of educational material, lecturer.
- B. Recognition, demonstrated skills and talents, special accomplishments: teaching awards, author of educational materials, course director, head of training programs, conference leader.
- C. Contributions and service to committees involved with education: committee member, committee chair, committee accomplishments.
- D. Record of accomplishment of students.
- E. Regional, national, international accomplishments: visiting professorships, editorial boards, invited lectures, membership on certification boards, participation in educational efforts of professional societies.

III. Research.

- A. Description of research.
- B. Importance and significance of research.
- C. List trainees and their records of accomplishments during and after their time working with the candidate.
- D. Role and percent of effort in extramural grants.
- E. Important papers presented at regional, national, or international meetings.
- F. Participation in NIH Study Sections or other extramural appointments.
- G. Major journals for which the candidate served as a peer reviewer, editor, editorial board member, or editorialist. Provide an estimate of the number of manuscripts reviewed.

IV. Scholarly publications. Profile the nature, importance, and significance of the candidate's publications. The contributions of the candidate to these publications and the candidate's role as a mentor should be discussed. Submit reprints (1 copy each) of the authors 3 most significant publications.

- V. Clinical Practice (Omit for non-clinical faculty).
 - A. Contributions to innovative methods of patient care.
 - B. Participation in performance improvement projects.
 - C. Measures of practice quality: patient satisfaction data, letters from patients, commendations.
 - D. Awards for clinical practice.
 - E. Description of peer status: expertise for specific clinical problem, recognized expert, "doctor's doctor."
- VI. Administration
 - A. Important positions: Department/Division Chair, chair or member of administrative departmental/divisional committees, director of departmental or hospital units (e.g., MICU, transplantation, clinics).
 - B. Responsibilities in extra-departmental administrative activities.
 - C. Responsibilities in extra-institutional administrative activities.
- VII. Other activities and accomplishments
 - A. Community service.
 - B. Recognitions and honors
 - C. Membership and activities in professional societies

Include Section VIII IF a new faculty appointment is being considered for tenure.
VIII. Discuss the attributes of the candidate in light of the interests of the College and University. Consider professional judgment, wisdom, collegiality, citizenship in the academic community, the capacity to develop colleagues and students, contributions to the College's academic and societal mission, and the commitment to scholarly exchange and intellectual exploration.

- IX. Summary and recommendations

Sample letters

Proposal letter for Instructor

Dear (Dean):

It is my pleasure to recommend John X. Smith, MD, for appointment at the level of Instructor within the Clinician Educator track in the Department of _____. Dr. Smith will be joining us effective July 1, 2000 and will be working in the area of _____ and collaborating with _____.

Dr. Smith is board certified in _____ and completed his residency and fellowship training in _____. His area of focus during training was _____. He has been active during his training teaching medical students and residents at the University of _____. His teaching assignments here will include daily contact with medical students and residents during _____.

We believe that Dr. Smith has already demonstrated considerable accomplishments for his level of experience in publications and research. I recommend him for appointment to Instructor in _____ within the Clinician Educator track.

Sincerely,

Sample letters

Proposal letter for Assistant Professor

Dear (Dean):

It is my pleasure to recommend John X. Smith, MD, for appointment [or promotion] to the level of Assistant Professor within the Academic Investigator track in the Department of _____. Dr. Smith will be joining us effective July 1, 2000 and will be working in the area of _____ and collaborating with _____. After carefully reviewing the criteria for Assistant Professor in the Academic Investigator, I believe that Dr. Smith's academic and professional accomplishments meet these criteria. Dr. Smith has held the rank of Instructor for 3 years [at the University of ____]. During this time, he has progressed in his scholarly activities, funding, and publications in an exemplary manner.

While serving in our department [or at the University of], Dr. Smith has actively participated in our research efforts completing several innovative projects in prostanoïd receptor site blockade. He has also served on the Medical School's Education Committee in addition to several committees and task forces within our department, including the research in progress committee. He is a member of several professional societies and has been elected to the Nominations Committee in the AFCD.

Dr. Smith has progressed well in regard to research activities and publications. In the past 3 years, he has published 6 peer-reviewed articles in major journals in our field. Two of these articles were abstracted in the journal Evidence Based Medicine.

Dr. Smith has also been active in our educational program. He has been responsible for several core lectures presented to our fellows and to the department residents. He has also participated in the physical diagnosis course for medical students.

It is with great confidence that I recommend Dr. Smith for promotion/appointment to the rank of Assistant Professor of _____ in the Department of _____. I fully suspect that Dr. Smith will demonstrate continued academic and scholarly success.

Sincerely,

Sample letters

Proposal letter for Associate Professor

Dear (Dean):

It is with great pleasure that I recommend Jane A. Smith, MD for appointment [or promotion] to the rank of Associate Professor within the Academic Clinician track in the Department of _____. [If new appointment: Dr. Smith will be joining us effective July 1, 2000 and will be working in the area of _____ and collaborating with _____.] I have carefully reviewed the criteria for Associate Professor in the Academic Clinician track and believe that Dr. Smith's academic and professional accomplishments meet these criteria. Dr. Smith has held the rank of Assistant Professor for 5 years [If new appointment: at the University of _____].

Dr. Smith graduated from the University of Southern California where she received a BA degree in History. She received her MD from the University of Iowa. During her medical studies, she received a MPH degree from the University of Iowa School of Public Health.

She completed her residency training and chief residency at the University of Iowa becoming boarded in _____ in 1985. She then completed a 3 year residency in the field of _____ at the University of Virginia.

Education

Dr. Smith has demonstrated an active interest and aptitude for teaching. She received the "Housestaff Educator Award" during her chief residency and frequently presents lectures to medical students and residents at MUSC. She has also participated in the parallel curriculum serving as a case discussant in each of the last 4 years. She has advised several residents in their research efforts during the last 2 years who are:

Resident advisees

Martha A. Washington, MD, Samuel H. Johnson, MD, Martin King, MD, and Rachel Carson, MD.

Dr. Smith has served as a research judge twice for student research day. She has also worked with two medical students during their summer research electives. These efforts have resulted in 3 peer-reviewed publications (see CV with marked [*] articles). Dr. Smith's interests in teaching and mentoring have resulted in 1 Golden Apple Award.

Dr. Smith has been invited to present Grand Rounds at Beth Israel, New York, and has made 3 presentations at plenary sessions at the American Academy of _____. She has been visiting professor at 5 universities and contributed to a CD-ROM educational program for board review developed by the American Society of _____.

Research

Dr. Smith has developed a strong record in research since joining our faculty. Her research focus centers in oxidant-induced lung injury with particular emphasis on cytokine receptor blockade. She has developed an innovative model of lung injury that utilizes an endothelial cell monolayer preparation that has been used previously in the investigation of acute renal failure. She has also done work in the fields of sepsis, acute lung injury, and models for predicting outcome of critically ill patients.

Dr. Smith's curriculum vitae lists 32 peer-reviewed papers and articles. She is first author for 20 and a major contributor in the remaining publications. She has first-authored 24 peer-reviewed abstracts all of which were presented at national meetings. She has also written 5 book chapters in major books in our field.

Her most important publications include:

1. Paper citation. Discuss the importance of the article and its impact in the candidate's field.

2. Paper citation. Discuss the importance of the article and its impact in the candidate's field.
3. Paper citation. Discuss the importance of the article and its impact in the candidate's field.

Dr. Smith has submitted three RO1 grants for NIH funding and presently holds a Clinical Investigator Award from __. She is a Co-PI on a project funded by _____. We anticipate NIH funding within the next year in view of her recent scores.

Clinical Practice

Dr. Smith brought several new techniques and skills to our department including thoracoscopy, application of severity of illnesses prognosticators, and computer-based antibiotic prescribing. She has been rapidly identified as an excellent clinician. She has a busy outpatient practice receiving referrals from other experts in her field. Dr. Smith thoroughly enjoys clinical medicine and is an active participant at our clinical conferences. She is recognized by the residents and fellows as being an exceptional clinician who matches cutting edge critical care skills with a broad perspective of avoiding futile care and bringing palliative support for her severely ill patients at the end of life. She has also contributed to the development of the Oasis Project and the evolution of the electronic medical record. Dr. Smith has also been the team leader for 5 Performance Improvement projects that include [list].

Administration

Dr. Smith has contributed to several administrative functions of the College, our department, and her professional societies. Her activities include:

Member, EMR Committee

Member, Ethics Committee

Chair, PI team for improving advance directives

Chair, PI team for preventing inadvertent extubations

Member, education committee in Department of _____

Chair, Clinical Problems Assembly, American Thoracic Society

Member, Long Range Planning Committee, American Thoracic Society

Member, Editorial Board, Journal of _____

In conclusion, I believe that Dr. Smith fulfills the criteria for appointment/promotion to the rank of Associate Professor. Her expertise in her field and her academic accomplishments are acknowledged by her peers and demonstrated by her publications and involvement in her professional societies. The strength of her CV alone with a solid number of first authored, peer reviewed publications supports her candidacy for appointment/promotion. In addition to all of these accomplishments, Dr. Smith's devotion to education and mentoring makes her a valuable member of our faculty.

I appreciate your consideration of this proposal. If you have any questions, please do not hesitate to contact my office.

Sincerely

Sample letters

Proposal letter for Professor

Dear (Dean):

I am pleased to have the privilege to propose James E. Jones, MD for appointment [or promotion] to the rank of Professor within the Clinician Educator track in the Department of _____. [If new appointment: Dr. Smith will be joining us effective July 1, 2000 and will be working in the area of _____ and collaborating with _____.] I understand the criteria for appointment/promotion to the rank of Professor in the Academic Educator track and believe that Dr. Smith's impressive accomplishments throughout his career fulfill these criteria. Dr. Smith has held the rank of Associate Professor for 5 years [If new appointment: at the University of _____].

Dr. Jones received a Bachelor of Science degree from UCLA and completed his MD training at Vanderbilt where he also obtained his residency training. He then spent two years in a cardiology fellowship at the University of Michigan. He joined our faculty at MUSC in 1993 and has served in the rank of Associate Professor for 5 years.

Education

Dr. Jones is highly sought by students and residents as an attending on cardiology electives. He attends on cardiology consult service and in the CCU 9 months each year, and we always have phone calls from residents and students trying to get on his rotations. He also has an elective in cardiac echo which has a backlog of residents attempting to sign up. He has received three Golden Apple Awards for his teaching of medical students. He has also received a meritorious teaching award from our cardiology fellows during 3 of the last 5 years. Dr. Jones lectures each year at the resident core lecture series, the housestaff mandatory conferences, and Medicine Grand Rounds.

As shown by his curriculum vitae, Dr. Jones has written 27 book chapters and 30 review articles on clinical cardiology. These publications have promoted the dissemination and translation of cutting edge clinical research into bedside patient care. He has also published 3 systematic reviews that have been listed by the Cochrane Collaboration.

Dr. Jones is a frequent invited speaker at university grand rounds across the country and state-of-the-art refresher courses. During the last international meeting of the American Heart Association, he was invited to present the plenary session on "_____. He also has organized the annual research day for our fellows during which trainees present their research projects to the College.

Dr. Jones track record for training successful students, residents, and fellows is superb. Largely through his devotion to mentoring, we have attracted three chief residents to cardiology fellowships during the last 4 years. All of the fellows who have worked with Dr. Jones have been successful in clinical practice and 3 have decided on academic careers. One of his past students has moved to the University of _____, where she is now an Associate Professor, and continues to collaborate with Dr. Jones with his work on two systematic reviews.

Dr. Jones serves on the following editorial boards: [list].

He has served as a tutor in the Parallel Curriculum and sits on the College's Education Committee. He is now working on a CD-ROM educational program to teach medical students cardiac auscultation.

Research and publications

Dr. Jones has maintained a busy clinical practice while staying involved in clinical investigation. His focus has been on the "pragmatic" sciences wherein he serves as the clinical arm of several outcomes-oriented investigators. His research involvement over the last 5 years has focused on guideline implementation and decision support tools. His recommendations for an antibiotic protocol has been included as a decision support tool in the electronic medical record.

He has published 3-4 peer-reviewed publications and 1 textbook chapter per year since promotion to the rank of Associate Professor. His curriculum vitae lists 45 peer-reviewed publications and 21 since last promotion. He has also published 43 chapters in major textbooks. Listed below are the most important publications that have achieved national recognition.

1. Citation of paper or chapter. Discuss the importance of the publication to the candidate's field.
2. Citation of paper or chapter. Discuss the importance of the publication to the candidate's field.
3. Citation of paper or chapter. Discuss the importance of the publication to the candidate's field.

Dr. Jones has assisted several residents and fellows in projects that have resulted in clinical reviews, case reports, and book chapters. He is an active participant in our basic science research conferences suggesting areas of clinical interest for basic scientists to explore.

He has obtained industry funding for several of his projects. He most recently received funding from [list] for [list].

Clinical Practice

Dr. Jones maintains a busy clinical practice seeing patients 3 afternoons a week and attending 8 months of the year on inpatient services. He is recognized as the "doctor's doctor" largely due to his professional approach to patient care and his vast fund of knowledge. He is the most skilled clinician in our department. He has developed new techniques for [identify], which have been adopted by our departmental faculty. These techniques have resulted in increased referrals from Myrtle Beach and Beaufort. His leadership in the Cath Lab has resulted in one of the most efficient catheterization programs in the southeast. Our complication rate is the lowest reported by the UHC. Dr. Jones wide recognition across the state makes our department the number one referral site for _____. Despite this heavy clinical load, Dr. Jones still finds time for his scholarly and teaching interests.

Administration

Dr. Jones is an active member of three departmental committees and Chairs the Bylaws and Medical Records Committees. He also served as fellowship program director for 5 years just completing these responsibilities 2 years ago. during his time as program director, he completely revamped our computerized graduate tracking system, which has resulted in fulfilling a major RRC requirement.

Dr. Jones is an interested member of the Hospital's annual strategic planning conference. He has assumed responsibilities as a member of the medical staff for ensuring the development of a state of the art performance improvement program. He has contributed to the recruitment of a PI Director by serving on the search committee.

He has also demonstrated a strong commitment to several national societies. He served on 5 committees for the [list societies]. He also served on the RRC for cardiology and the ABIM for 5 years. He is presently on the leadership track for [name Society] serving as the secretary for that society.

Other activities and accomplishments

Elected as honorary member of MUSC chapter of Alpha Epsilon.

Listed on the Best Doctors in America roster.

Listed in Who's Who in America

Founding member of the International Physicians Society.

Elected a Fellow of the _____.

Summary

On the basis of his multiple accomplishments and contributions to cardiology both in our region and nationally, I believe that Dr. Jones clearly fulfills the criteria for appointment/promotion to the rank of Professor. He has a strong regional presence as an astute clinician and national prominence through his publications and presentations. He has established a strong record in publishing translational articles and chapters and has demonstrated an ability to collaborate with clinical investigators. Since promotion to Associate Professor, Dr. Jones has maintained productivity in clinical practice, administration, and scholarly endeavors that has surpassed our expectations. His CV clearly demonstrates the success of his former residents and fellows.

We appreciate your efforts in considering this proposal for appointment/promotion. Please contact my office if you have any additional questions.

Sincerely,

FACULTY TRACK DESIGNATION

Name of Candidate: _____

Department: _____

Division: _____

Rank: _____

Tenure: Yes Year: _____ No

Promotional Track: (Check one)

Regular Faculty Ranks
(Tenure Tracks)

Academic Investigator:

Academic Investigator / Educator

Academic Clinician:

Clinician Educator:

Modified Faculty Ranks
(Non Tenure Tracks)

Research Faculty:

Clinical Faculty:

Adjunct Faculty:

Visiting Faculty:

Affiliate Faculty
Faculty: _____

Date: _____

(signature)

Chair: _____

Date: _____

(signature)

Dean: _____

Date: _____

(signature)

Medical University of South Carolina
College of Medicine
ABBREVIATED CURRICULUM VITAE

Date: _____

Name: _____
Last
First
Middle

Citizenship and/or Visa Status: _____

Office Address: _____ Telephone: _____

Education: (*Baccalaureate and above*)

<u>Institution</u>	<u>Years attended</u>	<u>Degree/Date</u>	<u>Field of Study</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Graduate Medical Training: (*Chronological*)

<u>Internship</u>	<u>Place</u>	<u>Dates</u>
_____	_____	_____
_____	_____	_____

<u>Residencies or Postdoctoral:</u>	<u>Place</u>	<u>Dates</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Board Certification: _____ Date: _____
 _____ Date: _____
 _____ Date: _____

Licensure: _____ Date: _____
 _____ Date: _____
 _____ Date: _____
 _____ Date: _____

Faculty appointments: (*Begin with initial appointment*)

<u>Years</u>	<u>Rank</u>	<u>Institution</u>	<u>Department</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

First Appointment to MUSC: Rank _____ Date: _____

An up-to-date curriculum vitae utilizing the College of Medicine standard format (Appendix 6). Include only published or in-press citations. Conform exactly to the College of Medicine format; departures from this format may result in delayed or postponed consideration of the appointment/promotion.

**COLLEGE OF MEDICINE
CURRICULUM VITAE FORMAT**

Name: _____ **Birth Date:** _____ (Optional)

Home Address: _____ **Phone:** _____

Office Address: _____ **Phone:** _____ **Fax:** _____

Citizenship and/or Visa Information:

Education (Beginning with Baccalaureate Degree):

Institution/Location

Years

Degree/Date

Field of Study

Internship: (Place) (Dates)

Residencies or Post Doctoral: (Place) (Dates)

Specialty/Board Certification:

Date:

Licensure:

Date:

Military Service:

Faculty Appointments (Begin with initial appointment):

Years

Rank

Institution

Department

Administrative Appointments:

Years

Position

Institution

Department

Hospital Appointments/Privileges:

Years

Active/Inactive

Institution

Professional Experience:

Years

Position

Institution

Department

Membership in professional/scientific societies (include offices held):

National Societies

Local Societies

Editorial Positions:

Extramural Grants/award amount (current and past):

As Principal Investigator (% time)

As Co-Investigator (% time)

Intramural Grants/amount of award:

Awards, Honors, Membership in Honorary Societies:

Academic Committee Activities (past 5 years):

University

College

Department

Division

Major Teaching Interests and Responsibilities (Current):

Undergraduate Medical Education

Graduate Medical Education

Graduate Studies Education

Continuing Medical Education

CURRICULUM VITAE FORMAT (Continued)

Mentoring Activities

Major Clinical Interests and Responsibilities:

Major Research Activities and Responsibilities:

Lectures and Presentations during the last 3 years – Identify the name and location of the meeting/conference. List presentations under the following headings:

Invited lectures and presentations

Submitted presentations (e.g., abstract or paper presentations)

Extramural Professional Activities:

Faculty Development:

Community Service:

NOTE: Please use the following symbols to identify names of
Medical students*
Graduate students#
Residents+
who appear as co-authors on publications.

Publications: Number and list in chronological order publications under the following headings in the order shown.

Peer Reviewed Journal Articles: Published or accepted for publication in final form

Non- Peer Reviewed: Published non-peer reviewed journal articles

Scholarly Books and Monographs:

Chapters in Scholarly Books and Monographs

Peer Reviewed Electronic Publications:

Non-Peer Reviewed Electronic Publications:

Other Publications: (e.g., newspapers and magazines)

Products or Patents:

Revised 11/2010

Signed Candidate's Personal Statement of Accomplishments

Describe personal reflections on accomplishments, areas of particular strength of your Appointment/Promotion Packet, and your future professional plans spanning the next five years.

The contents of this packet represent a true and accurate statement of my activities and accomplishments.

Signed _____ **Date** _____

Rev: 9/2003

Template for Chair's letter requesting letters of recommendation

Dear (Name):

The Department of (name of department) at the Medical University of South Carolina (MUSC) is considering (candidate name) for (appointment, promotion and/or tenure) at the rank of (whatever rank) on the (whatever track). An evaluation of Dr. (candidate's name) academic and professional standing is an essential part of these considerations.

University policy requires that evaluations be secured from individuals outside of MUSC in order to provide an independent assessment. Since Dr. (candidate's) has given your name as a reference (For the Chair's list use this sentence: Since you are a recognized expert in (candidate's name) field), we would appreciate receiving from you a letter evaluating his/her record of accomplishments. To assist you in your evaluation, we have enclosed a copy of Dr. (candidate's name) curriculum vitae, personal statement, and a copy of the relevant sections of the MUSC criteria for (appointment, promotion, and/or tenure). If you would like to review additional materials, please contact (your office, VERGE, or COE - whoever is handling the process).

In writing your letter, we ask that you address how well you know (candidate's name] if at all, and that you provide an evaluation of the specific strengths and weaknesses of his/her academic and professional record. We would appreciate special emphasis on the significance and impact of (candidate's name) contributions to the field, national and international standing, strength of his/her contributions to the literature, and promise of future sustained scholarly activity. Please state whether you would recommend that Dr. (name) be awarded this (appointment, promotion and/or tenure) on the basis of your review of his/her accomplishments; and please also indicate whether he/she would qualify for a similar appointment/promotion/tenure at your institution.

We kindly ask that your letter be addressed to the Department's Chair, (name). To avoid any delay in the processing of Dr. (candidate's name) (appointment, promotion and/or tenure) application, we would appreciate receiving your letter no later than (whatever date). Once complete, you may email it directly to (whoever). Should you have any questions or concerns about the process, please feel free to contact (whoever) via email or phone at (whatever).

As indicated in the enclosed criteria for (appointment, promotion, and/or tenure), we value professional accomplishments in teaching, clinical practice, and service. If you have any information and recommendations regarding these areas of Dr. (name) efforts, please provide us with your comments.

We recognize that your evaluation of the academic and professional standing of our colleague will require considerable time. We greatly appreciate your efforts and willingness to assist us in providing this evaluation.

Sincerely,

Department Chair's name and title

Appendix 9

If appointment is Dual (another department within the College of Medicine) or Joint (in another college), a completed Dual/Joint Appointment Form

Dual/Joint Appointment Form

Date _____

Name and Rank of Appointee _____

Primary Department or Program _____

Secondary Department or Program _____

1. Teaching Load
Primary Unit: Fall: _____
Secondary Unit: Fall: _____ Spring: _____
Percent of Student Credit Hours: _____ Primary _____ Secondary _____

2. Budgetary Obligations:
Primary Unit: Responsible for _____ % of line
Secondary Unit: Responsible for _____ % of line

3. Faculty Meetings and voting:
Primary unit: appointee will/will not attend meetings and will/will not vote
Secondary Unit: appointee will/will not attend meetings and will/will not vote

4. Research Responsibilities:
Primary Unit: _____
Secondary Unit: _____
Distribution of Credit for Awards: _____

Indirect Cost Recovery on Grants:
Primary unit will receive _____ % Secondary unit will receive _____ %

5. Administrative Load:
Primary Unit: _____
Secondary Unit: _____

6. Tenure/Continuing Status Home: _____

7. Service Responsibilities:
Primary unit will expect _____
Secondary unit will expect _____

**Include Memo from HR stating Background check completed
Section 13 of the submitted packet**

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
FACULTY CRIMINAL RECORD SEARCH PROCESS**

The Dean's Office insures that the finalist receives the MUSC Authority and Consent to Release/Obtain Background Information Form. The authorization form is available on the Human Resources Management web site for downloading.

The authorization form is completed by the finalist and forwarded to the Director of Human Resources Management.

The Department of Human Resources Management conducts the criminal record search and maintains written documentation of the results.

Criminal record searches are conducted through the south Carolina Law Enforcement Division (SLED) and/or Applicant Insight, a third party provider. Searches are conducted for those cities/states where a candidate has resided and/or worked. Information is transmitted to these agencies and results received via secure web site.

The INS has conducted criminal record searches on international faculty for the last two years. For faculty members hired before September 2001, INS performs a criminal record search when a request is made for a visa extension.

The Director of Human Resources management, and in her absence, the Manager of Employment, Classification and Compensation, verbally informs the Chairperson, Dean or approved designee of the results of the criminal record search. Written documentation confirming the results of the criminal record search is also provided.

All inaccuracies, falsifications, and other information that reflect on the candidate's suitability for employment are discussed with the department Chair or college Dean.

The Chairperson or Dean will inform a candidate of any information that could result in an offer of employment being withdrawn. Upon request, a candidate will be provided with copies of the criminal record search results. The Chairperson or Dean may allow a candidate to provide written clarification of the findings.

It is the decision of the Chairperson or Dean to recommend for employment an individual whose background investigation uncovers questionable findings.

The process for approval of faculty appointments, as outlined in the Faculty Handbook, is followed.

The Dean verifies the completion of the criminal record search and indicates the presence or absence of questionable findings in the faculty appointment request sent to the Provost

10. The cost of the criminal record search, which is incurred by the hiring college/department, is \$63.00 per candidate, with the exception of searches for former residents of New York and Florida, where it costs more to conduct criminal record searches. The Department of Human Resources Management will bill the appropriate college or department.
11. For additional information please contact HRM at (843) 792-2121.

Include as Section 13 of the submitted packet

MEDICAL UNIVERSITY OF SOUTH CAROLINA

Authority and Consent to Release/Obtain Background Information Form

The information received by the Department of Human Resources Management as a result of signing this Release will be used to assist in a background investigation of you and may be used in conjunction with your applicant information to evaluate your suitability for employment at the Medical University of South Carolina.

(Use this hyperlink to update form:) <http://www.musc.edu/hrm/forms/facbackgdsrch.pdf>

College/Department: _____

Name: _____
Last
First
Middle

Maiden or other names by which you may have been known: _____

*Date of Birth: ____/____/____ Social Security Number: ____/____/____
 *(This information is needed for identification purposes only)

Home addresses (excluding South Carolina) during the last 10 years:

<i>Street</i>	<i>City</i>	<i>State</i>	<i>Zip</i>
<i>Street</i>	<i>City</i>	<i>State</i>	<i>Zip</i>
<i>Street</i>	<i>City</i>	<i>State</i>	<i>Zip</i>

Have you ever been convicted of a law violation other than a traffic violation? Yes No If "Yes" please explain, i.e., charges, dates, penalties, name and location of court, final disposition/status. Omit any offenses that occurred prior to your 17th birthday which were adjudicated in juvenile court under a youthful offender law. *A conviction itself does not constitute an automatic bar to employment. The seriousness of the crime and date of conviction will be considered.*

Charge(s)	Date(s)	Penalty	Where Convicted	Disposition/Status

Are you in default on a student loan? Yes No

If "Yes," SC State law prohibits employment of individuals who are in default of educational/student loans.

I authorize the Medical University of South Carolina to conduct a criminal record search to verify my suitability for employment.

I hereby acknowledge that the Medical University of South Carolina cannot vouch for or guarantee the accuracy of information provided by third parties. Accordingly, I release the Medical University of South Carolina and its agents from any and all liability arising out of any errors or omissions regarding my background information. Any information obtained by the Medical University of South Carolina independently or through a consumer reporting agency shall remain confidential and no further disclosure to other parties shall result. The information obtained as a result of the investigation shall be used exclusively for the purpose of employment.

I _____ also certify that all statements and documents that I have submitted, or asked to be submitted on my behalf, in support of my candidacy are true. I understand that any misrepresentation will cause forfeiture of my rights to employment with the Medical University of South Carolina.

Candidate's Signature

Date

Send to:

Department of Human Resources Management
Medical University of South Carolina
19 Hagood Avenue, Suite 105
P. O. Box 250800
Charleston, South Carolina 29425

Phone: (843) 792-9825 Fax: (843) 792-2263

Individuals who dispute the results of the criminal record search must contact the State Law Enforcement Department and/or the consumer-reporting agency. The address and telephone number of the agency(ies) can be obtained by contacting the Director, Department of Human Resources Management. Notifications of any errors made by the reporting agency institutions must be submitted in writing to the Director, Department of Human Resources Management, for consideration and possible amendment of employment file.

MUSC Position/Employee Action Request Form (PEAR)

Available at UMS Website

UMA Personnel Action Request Faculty/Staff

Available at UMS Website

Requested and paid for by VERGE.

REQUEST FOR TRANSCRIPT

Transcript Requested From

Names of Institution: _____

Address of Institution: _____

REQUESTER INFORMATION

Current Name: _____

Name on Transcript: _____

Current Address:

Number and Street _____

City, State, Zip _____

Telephone No. _____

Social Security Number: _____

Dates of Attendance: _____

Degree/Year Awarded: _____

SIGNATURE: I authorize the release of my academic records to the individual/institution named below:

Signed: _____ Date: _____

_____ Date: _____

Faculty Appointment in the MUSC Department of: _____

Destination: Please send this official transcript to:

Dean's Office, College of Medicine
601 Clinical Science Building
Medical University of South Carolina
P.O. Box 250617, 96 Jonathan Lucas Street
Charleston, SC 29425

Attn: Cathy Martin
Tel: (843) 792-5374
Fax: (843) 792-2967

Rev: 9/2007

CHECK LIST FOR MODIFIED FACULTY APPOINTMENTS

Name: _____ Degree: _____

Requested Appointment: _____ Effective Date: _____

Department: _____ Division: _____

Processing of applications for faculty appointments has been contractually assigned to **VERGE Solutions**. For further information, go to the APT

<https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>

1. _____ Completed Checklist as coversheet to packet
2. _____ Letter of proposal from the Department Chair addressed to the Dean.
3. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), include a letter of endorsement from the Chair of other department or Dean of other college.
4. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), include a completed Dual/Joint Appointment Form.
5. _____ Completed Faculty Track designation form.
6. _____ An abbreviated one-page curriculum vitae
7. _____ An up-to-date curriculum vitae utilizing the **College of Medicine standard format**. Include only published or in-press citations.
8. _____ Signed candidate's personal statement
9. _____ Appointment to Associate Professor or Professor requires two or more extramural letters of recommendation, addressed to the Chair.
10. _____ The candidate's list of proposed individuals to write extramural letters of recommendation. The chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
14. _____ Official transcript from an institution of higher learning for highest degree earned, requested and paid for by VERGE. (Required by Southern Association of Colleges and Schools, SACS).

CHECK LIST FOR REGULAR FACULTY PROMOTIONS

The following should be forwarded to the Dean's Office, College of Medicine:

Name: _____ Degree: _____

Promotion: From: _____ To: _____

Faculty Promotion Track: _____

Department: _____ Secondary Department: _____

1. _____ Completed Checklist as coversheet to packet
2. _____ Letter of proposal from the Department Chair addressed to the Dean.
3. _____ When the candidate holds a Dual or Joint appointment, there should be a letter from the secondary Chair or Dean supporting the recommendation.
4. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), include a completed Dual/Joint Appointment Form.
5. _____ Completed Faculty Track designation form.
 5. _____ An abbreviated one-page curriculum vitae
 6. _____
7. _____ An up-to-date curriculum vitae utilizing the **College of Medicine standard format**. Include only published or in-press citations.
8. _____ Signed candidate's personal statement
9. _____ Promotion to Associate Professor or Professor requires four or more extramural letters of recommendation, addressed to the Chair.
10. _____ The candidate's list of proposed individuals to write extramural letters of recommendation. The chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. _____ A copy of one of the letters from the Chair soliciting extramural letters of recommendation.
12. _____ Updated Faculty Intramural Teaching Effort Report.
13. _____ A copy of 3 recent publications selected by the candidate as representative of his/her capabilities and area of expertise.
14. _____ A single copy of completed packet sent to Dean's Office for review in advance of final deadline. Packets that adhere to the APT Guidelines will be approved for submission, after which a digital PDF file should be submitted.

CHECK LIST FOR MODIFIED FACULTY PROMOTIONS

The following should be forwarded to the Dean's Office, College of Medicine:

Name: _____ Degree: _____

Promotion: From: _____ To: _____

Department: _____ Secondary Department: _____

1. _____ Completed Checklist as coversheet to packet
2. _____ Letter of proposal from the Department Chair addressed to the Dean.
3. _____ When the candidate holds a Dual or Joint appointment, there should be a letter from the secondary Chair or Dean supporting the recommendation.
4. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), include a completed Dual/Joint Appointment Form.
5. _____ Completed Faculty Track designation form
6. _____ An abbreviated one-page curriculum vitae
7. _____ An up-to-date curriculum vitae utilizing the **College of Medicine standard format**. Include only published or in-press citations.
8. _____ Signed candidate's personal statement
9. _____ Promotion to Associate Professor or Professor requires two or more extramural letters of recommendation, addressed to the Chair.
10. _____ The candidate's list of proposed individuals to write extramural letters of recommendation. The chair's list of proposed individuals to write extramural letters of recommendation.
11. _____ A copy of one of the letters from the Chair soliciting extramural letters of recommendation.
12. _____ Updated Faculty Intramural Teaching Effort Report. (Not required for non-funded, volunteer faculty).
13. _____ A copy of 3 recent publications selected by the candidate as representative of his/her capabilities and area of expertise. (Not required for non-funded, volunteer faculty).
14. _____ A single copy of completed packet sent to the Dean's Office for review in advance of final deadline. Packets that adhere to the APT Guidelines will be approved for submission, after which a digital PDF file should be submitted.

FACULTY INTRAMURAL TEACHING EFFORT REPORT

Name:

1. Involvement in formal medical school courses during the past 3-5 years:

Name of course (repeat for each course taught)
 Frequency of course
 Number of contact hours
 Number of students
 Types of students
 medical
 graduate
 residents
 etc.

2. Involvement in formal courses offered by other colleges in the University in last 3-5 years.

Name of course
 Frequency of course
 Number of contact hours
 Number of students
 Types of students

3. Involvement in department sponsored teaching activities in last 3-5 years:

Conferences
 Seminars
 Grand Rounds
 Continuing Medical Education Activities

4. One-on-one or small group teaching in last 3-5 years:

Rounds
 Clinical Services

5. Course materials (syllabi, readings, handouts, examinations) developed by the candidate. Indicate how these materials were used in the course. * Please limit the material submitted to a maximum of 20 pages.
6. Supervision of research projects involving students, residents, fellows in last 3-5 years.
7. Editorial assistance with papers written by students, residents, fellows, others in last 3-5 years.
8. Membership in departmental, college or university committees related to education in last 3-5 years.
9. Service as an advisor for students, residents or fellows. Provide names of advisees over past 3 years.
10. List any honors/awards which you have received relative to teaching (i.e., Faculty Excellence Award, Golden Apple Award, etc.).

FACULTY INTRAMURAL TEACHING EFFORT REPORT (cont.)

11. Participation in thesis committees.
12. List articles, chapters, books or other promotional materials related to education, developed by the candidate. *Please do not send these materials.
13. Describe courses or self-instructional activities taken by the candidate to improve teaching skills.
14. Describe public service activities which are oriented to education (example-making presentations to high school students on AIDS prevention).
15. Attach teaching evaluations from medical students, residents, fellows, postdocs, graduate students, etc. during last three years. *Provide 1 to 2 evaluations per year. Please limit the material submitted to a maximum of 20 pages.

CHECK LIST FOR FACULTY TENURE

Include as Section 1 of the submitted packet

NAME: _____ Degree: _____

FACULTY RANK: _____ TRACK: _____

DEPARTMENT: _____ Secondary Department: _____

The following should be forwarded to the Dean's Office, Faculty Affairs, College of Medicine, 601 CSB.

1. _____ Completed Checklist as coversheet to packet
2. _____ Letter of proposal from the Department Chair addressed to the Dean.
3. _____ When the candidate holds a Dual or Joint appointment, there should be a letter from the secondary Chair or Dean supporting the recommendation.
4. _____ If appointment is Dual (another department within the College of Medicine) or Joint (in another college), a completed Dual/Joint Appointment Form.
5. _____ Completed Faculty Track designation form.
6. _____ An abbreviated one-page curriculum vitae
7. _____ An up-to-date curriculum vitae utilizing the **College of Medicine standard format.** Include only published or in-press citations.
8. _____ Signed candidate's personal statement.
9. _____ Four or more extramural letters of recommendation, addressed to the Chair.
10. _____ The candidate's list of proposed individuals to write extramural letters of recommendation. The chair's list of proposed individuals (at least two) to write extramural letters of recommendation.
11. _____ A copy of one of the letters from the Chair soliciting extramural letters of recommendation.
12. _____ An updated Faculty Intramural Teaching Effort Report.
13. _____ Teaching Evaluations on candidate (obtained from medical student, residents, fellows, postdocs, graduate students, CME programs, etc.)
14. _____ One (1) copy of three (3) representative publications by the candidate.
15. _____ A single copy of completed packet sent to Dean's Office for review in advance of final deadline. Packets that adhere to the APT Guidelines will be approved for submission, after which a digital PDF file should be submitted.

**Proposal Letter from Department Chair
Tenure**

- I. Introductory paragraph. State the candidate's full name, degree, and academic rank.
- II. Teaching. Provide a detailed assessment of the candidate's accomplishments as a teacher. Provide concrete examples of why the candidate's teaching accomplishments justify tenure.
- III. Research. Discuss the candidate's accomplishments in research. Provide assessments of why the candidate's research accomplishments warrant considerations of tenure.
- IV Scholarly publications. Review the strength and nature of the candidate's publications. Emphasize how the candidate's efforts have contributed to the research mission of the college.
- V. Clinical Practice (Omit for non-clinical faculty). Describe the candidate's clinical practice and how the candidate has contributed to patient care in the College and community. What is the exceptional nature of the candidate's clinical practice that warrants tenure?
- VI. Discuss the attributes of the candidate in light of the interests of the College and University. Consider professional judgment, wisdom, collegiality, citizenship in the academic community, the capacity to develop colleagues and students, contributions to the College's academic and societal mission, and the commitment to scholarly exchange and intellectual exploration.
- VII. Summary and recommendations

Example Letters for Tenure

Dear (Dean):

I am pleased to have the privilege of proposing James E. Jones, MD, for tenure in the Department of _____. I have reviewed the criteria for tenure, which, I believe, Dr. Jones has ably fulfilled. Dr. Jones has held the rank of _____ in the _____ track since 19___. His accomplishments and contributions to the University have established his academic maturity and the mutual trust that merits tenure.

Teaching

Dr. Jones came to MUSC with recognized talents in education. In his first year at MUSC, he was selected as a Dean's Teaching Scholar and received training in curriculum development, teaching, and adult learning theory.

He has been an active participant in teaching of medical students, pediatric residents, medicine residents, and fellows in pulmonary and critical care. He is a lecturer in pulmonary pathophysiology for first and third year medical students and has served as a mentor for medical students on research electives and rotations through clinic and consult services. He presently works with 3 to 5 students during their third year clinical rotation in pulmonary every month in clinics and on consultation services. His student evaluations are always in the "very good" range and his scores are above faculty means.

Dr. Jones has served as faculty adviser for 7 graduate students during the last 5 years. All of these students have successfully completed their training and 6 are presently on the faculty of university research centers.

He has also participated extensively in developing the pulmonary curriculum for medical students through his role as chair of the committee to revise curriculum for the Year I Medical Respiratory course. He has incorporated into this curriculum new elements of pathology, embryology, outcomes, and imaging with more traditional elements of anatomy and physiology. He is considered by his colleagues to be a gifted educator. Dr. Jones also reorganized and won initial ACGME accreditation for the critical care fellowship at MUSC.

Dr. Jones lectures extensively at CME programs throughout South Carolina. He has been visiting professor at 5 academic centers within the last three years. He also has been an invited speaker at 5 annual meetings of his international professional societies.

Research

Dr. Jones's research efforts have focused on respiratory physiology and the control of breathing. His salary has been fully supported by extramural grants from the NIH for 5 of the last 6 years. Dr. Jones's most important research accomplishments relate to his innovative use of non-invasive imaging technology to assess the respiratory effort of critically ill patients undergoing mechanical ventilation. His basic understanding of respiratory physiology and his considerable collaborative efforts with radiology colleagues at Duke have allowed him to adapt diverse imaging tools to pursue questions of ventilatory drive. This ability to develop skills in different fields has made Dr. Jones a unique resource for investigators in several departments at MUSC. His collaboration with other investigators has been a critical element in their ability to receive extramural funding. Dr. Jones has also assumed leadership in our department for encouraging his colleagues in their investigative efforts. Three of our junior faculty collaborate extensively with Dr. Jones in investigations related to respiratory physiology. One of these faculty is now poised to become an independent investigator.

Scholarly Publications

Dr. Jones's has published extensively in his field of investigation. He has 42 peer-reviewed publications in major journals in pulmonary, critical care, and physiology. Five of his publications have been cited in the Cochrane Collaboration of systematic reviews. During the last 5 years, Dr. Jones has been able to publish 8 papers generated by his two most recent grants that pertain to imaging assessment of respiratory drive. These papers have stimulated interest in our training program from fellow candidates interested in applied physiology research and academic careers. His clinical reviews of these topics have also generated interest in practitioners within South Carolina of applying some of his patient monitoring observations to clinical practice. Of note is his mentoring of research students and graduate students in his publications. He has a recently increasing proportion of publications for which he is senior author and the first authors are trainees in his laboratory. Dr. Jones's academic efforts have reached a degree of maturity that provides the University with multiple levels of benefit that merits tenure.

Clinical Practice

Despite his extensive research efforts, Dr. Jones has made major contributions to the area of clinical practice. He was recruited to MUSC because of his strengths both in physiology research and patient care. Since his arrival, he has established a chronic ventilator unit that is a model program for South Carolina. He attends both on this unit and in the ICU and is considered one of the region's premier intensivists. His leadership in patient care has resulted in the organization of innovative clinical programs within the Medical Center. Largely through his efforts, MUSC has succeeded in providing the community state-of-the-art programs in critical care medicine. He has brought to MUSC new approaches to monitoring critically ill patients and accelerating their weaning from mechanical ventilation. MUSC has now become the place in the region for referral of ventilator-dependent patients. He is a frequent consultant for patient care services in regional hospitals. His devotion to clinical care has provided the University with a resource that would be difficult to replace.

Service and citizenship

In addition to the above accomplishments, Dr. Jones displays the special qualities and maturity of an academic physician who can further the interests of the College and University. His professional conduct, collegiality, and citizenship in the academic community are excellent. He has clearly demonstrated that his leadership and program development skills are superb. He assisted Change Management by moving the respiratory lab from a department function to a program within the hospital. He also facilitated the medical center's planning retreat and articulated vision for the future of his department. His good judgment and long-term support of the College's academic and societal mission have resulted in his appointment as director of research for his department. We expect with confidence that he will promote the commitment to scholarly exchange and the pursuit of intellectual communication within his department and the College of Medicine. His special attributes for negotiation, communication, and leadership extend contributions to the University well beyond the bounds of the College of Medicine.

In summary, on the basis of his multiple accomplishments and contributions to research, teaching, and patient care at MUSC, in the region, and nationally in addition to the mutual trust developed between him and the University, Dr. Jones clearly deserves tenure. He is an astute clinician and talented investigator and teacher who will be even more productive in the future. He has demonstrated leadership in patient care that has resulted in the development of clinical services that address the needs of citizens in South Carolina. He serves as a critical resource and role model for his colleagues in their efforts to support the mission of the University.

I appreciate your efforts in considering this proposal for tenure.

Sincerely,

Faculty Position Description

Name: _____

Department/Division: _____

Start Date: _____

Rank, Faculty Track _____

Office Location: _____

1. **TEACHING ASSIGNMENTS:**

2. **CLINICAL CARE ASSIGNMENTS:**

3. **RESEARCH/SCHOLARLY ACTIVITY:**

4. **ADMINISTRATIVE RESPONSIBILITIES:**

Rev: 9/2003

Faculty Progress Summary

Teaching - Faculty Intramural Teaching Effort Report

% Effort

Level (medical students, graduate students, residents, postdocs, etc.)

Quality

Documentation

Clinical Care:

% Effort

Nature, variety, severity of patients

Research related to patient care

Specialized treatments offered

Research:

% Effort

Publications (journal selection, authorship issues)

Collaborations

Grant support

Participation at professional meetings

Facilities

Administration/ Service

%Effort

Number of people supervised

Size of budgetary responsibility

Committee assignments

Leadership training

Miscellaneous:

What things are getting in the way of academic advancement (from the prospective of the faculty member)?

“Non-academic issues

Prospects:

Balance of activities in current position (teaching, clinical care, research, administration).

Likelihood that this balance of activities and this level of performance will lead to academic advancement

Plan for Following Year:

Priorities and distribution of time among the various commitments

Likelihood that this distribution will lead to academic advancement

Faculty Performance Evaluation - Page 1

**MEDICAL UNIVERSITY OF SOUTH CAROLINA
FACULTY PERFORMANCE EVALUATION**

Faculty Member _____ For Period of _____ Department _____

<u>GOALS OF FACULTY MEMBER</u>	<u>ADDITIONAL GOALS SET FORTH BY CHAIR</u>
I. Teaching Activity	I.
II. Research / Scholarly Activity	II.
III. Patient Care	III.
IV. Institutional Activity	IV.
V. Professional Growth	V.
VI. Other	VI.

Faculty Performance Evaluation - Page 2

Download from Forms Section of APT Guideline website

Sabbatical Leave Report form

NAME _____ DATE: _____

RANK: _____

DEPARTMENT: _____

DIVISION: _____

Number of years you have served on the faculty: _____

Date of sabbatical leave: _____

1. Purpose of taking sabbatical leave:

2. Accomplishments during sabbatical leave:

3. Describe benefits to you personally, and your department and the college, which resulted from the sabbatical leave.

Rev: 8/2005

Information Required for Sabbatical Leave Approval

Name:			
Faculty Rank:			
Effective Dates of Requested Leave:			
Summary of Anticipated Work Scope:			
Description of Benefits Provided by the Sabbatical Leave:			
Years of Service at MUSC:		Months of Sabbatical Leave Previously Taken:	
Months of Sabbatical Leave Available:		Months of Sabbatical Leave Requested:	
Months of Salary Support Available:		Months of Salary Support Requested:	
		Cost	Funding Source
Salary Support During Sabbatical:			
Fringe Benefits During Sabbatical:			
Annual Leave Accrued During Sabbatical:			
Sick Leave Accrued During Sabbatical:			
Additional Approved Support (Travel, Housing, etc.):			
Total (Estimated) Cost of Sabbatical Leave:		\$0.00	

I agree to return to active service with MUSC at the end of the sabbatical leave period.

Signature _____ **Date:** _____

Approved: _____ **Date:** _____
 (Department Chair)