



Appendix A: Rank and Promotion Guidelines (COM)

CRITERIA AND GUIDELINES FOR APPOINTMENT AND PROMOTION OF FACULTY

OVERVIEW

This document describes the criteria for a promotion. Suggested formats for construction of a promotion portfolio are provided.

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Definition of Faculty

The Noorda College of Osteopathic Medicine (Noorda-COM) faculty shall consist of full-time regular, regular, part-time adjunct, and part-time adjunct hourly members who have been appointed to the rank of instructor, assistant professor, associate professor or professor, and whose

appointment process has been vetted through the appropriate faculty committee, approved by the Dean and submitted to the President for final approval. Noorda College of Osteopathic Medicine is not a tenure-granting institution.

Full-time Regular faculty (1.0 full-time equivalent, hereafter, "FTE") are defined as individuals who are employed full-time with the College, hold a 12-month appointment, hold faculty rank, have primary appointments with Noorda-COM, and who devote their full academic efforts and attention to their Noorda-COM assignment. Faculty hired as *regular faculty* (0.6 -.99 FTE) will be eligible for full health benefits, with their salary, sick leave, and vacation PTO accrual prorated according to the percentage of PTO they are hired on. Rank assignment will be at the level of instructor, assistant professor, associate professor, or professor on either the academic (research and/or instructional), clinical, administrative, or library tracks.

Part-time adjunct faculty are defined as individuals who have appropriate terminal degrees and substantial teaching responsibilities but who are not full-time or regular faculty as defined above. Rank assignment will be at the level of instructor, assistant professor, associate professor, or professor on either the academic (research and/or instructional), clinical, administrative, or library tracks.

Part-time adjunct hourly faculty (Adjunct, Emeritus) are non-salaried and do not have the rights and privileges of full-time, regular, or part-time adjunct faculty. Part-time adjunct faculty includes the clinical adjunct track, adjunct academic track, research, and emeritus faculty and non-salaried instructors.

TRACKS

Regular Faculty

Regular clinical faculty are employed full-time or part-time by Noorda College of Osteopathic Medicine in the capacities of teaching, college service, scholarly activity and/or research, and/or clinical patient care responsibilities.

Fellow

Fellows function as teaching assistants for labs, aid in the management of the labs, participate in some didactics, facilitate small group sessions, lead review sessions, and serve as a general resource for students in much the same way faculty does.

Instructor

Instructors may teach students in lecture or laboratory settings. Instructors are required to have the appropriate degree for the teaching assignment. This category applies to faculty members without significant curricular responsibility and who deliver lectures or assist in the instructional laboratory. Instructors are not expected to conduct research but are expected to participate in college service if they are employed full-time.

Academic

Academic Faculty are appointed full-time or part-time in the capacities of teaching, clinical, service, scholarly activity and/or research. Appointment levels are at the level of Assistant Professor, Associate Professor and Professor.

Administration

Administrative Faculty are appointed full-time or part-time in the capacities of administration. Appointment levels are at the level of Assistant Professor, Associate Professor and Professor.

Library

Library faculty engage in library and information management, foster information literacy, teach the skills necessary to navigate the expanding information environment, create opportunities for resource sharing, and make contributions to the College and the profession through service. Librarians hold faculty rank and are appointed to the rank of Assistant Professor, Associate Professor, or Professor.

Adjunct Faculty

Noorda College of Osteopathic Medicine also appoints individuals to the rank of adjunct (non-regular) faculty if their primary appointment is with an institution other than Noorda-COM, but they provide instructional service to Noorda-COM classes on an irregular basis. They are generally non-salaried. Ranking in an Adjunct appointment is not transferable to a Regular Academic track. No security of employment is acquired by appointment to a title in this track. Continued appointments are reassessed on a regular basis, at least annually.

Academic

Academic faculty includes those individuals who provide special topic lectures or seminars, for example, but who do not staff a course for its duration. Adjunct professors are ranked at the Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor and Adjunct Professor levels.

Research

Research faculty are employed in the capacity of research scientists. Research faculty may teach in lecture and/or laboratory settings, and in both basic and clinical sciences. Assignment of rank is at the level of Postdoctoral Fellow, Research Assistant Professor, Research Associate Professor, or Research Professor. Holders of these positions have a primary responsibility to do research. This position is usually dependent upon outside funding.

Clinical

Adjunct clinical faculty members are appointed to teaching positions at affiliated hospitals, clinics, and other training institutions, based on academic need, and are generally non-salaried. They function in clinical roles at off campus (non-College operated) sites and are not routinely involved in on campus instruction. Assignment of rank in this track is at the Clinical Adjunct Instructor, Clinical Adjunct Assistant Professor, Clinical Adjunct Associate Professor, or Clinical Adjunct Professor level.

Emeritus

All nominees must have been a full-time academic or administrative faculty member at Noorda-COM for typically ten years and must have demonstrated a record of excellence in performance of profession duties (appropriate to the nominee's job category) including: teaching, other instructional activities, or professional performance.

In addition, the nominee must have made a significant contribution while at the college in at least two of the following areas:

- Meaningful contributions to the curriculum or program
- A record of sustained research/creative activity that has contributed to the profession
- Commitment to and participation in shared governance and service to the College
- Additional areas of excellence specific to the nominee's job category

REQUIREMENTS FOR RANK OR PROMOTION

Initial Appointment and Promotion

All regular full, part time or adjunct faculty are assigned to an academic division within the COM. Initial faculty rank is recommended for appointed by the Department Chair at the time of hiring. Credentials of the nominee shall be forwarded by the Department Chair to the Rank and Promotion Committee which has the responsibility to review the applicant's qualifications and affirm or recommend appropriate rank to the Dean. In the case of interdivision appointments, the joint recommendations of the chairs of the divisions shall be submitted for consideration.

Adjunct faculty holding rank in recognized teaching institutions may be awarded equivalent rank upon application at Noorda-COM for Adjunct status provided they meet the Noorda-COM requirements. Faculty who wishes to apply for academic advancement initiates the promotion application process with a written request to the department chair and by submitting their application portfolio in conformance with deadlines established annually.

Criteria for faculty promotion in Noorda-COM are consistent with relevant portions of the Noorda-COM Faculty Bylaws, applicable policies, and procedures. Promotion criteria are intended as guidelines to be used in conjunction with Noorda-COM policy. A candidate should be considered for promotion after the individual has made contributions to both the institution and their profession.

Instructor

Annual Professional Development requirements are structured in support of fulfilling the mission of the College. Faculty are expected to accomplish at a minimum all College-wide and track focused modules. Successful completion of modules are reviewed by the faculty's supervisor as part of annual evaluations and taken into consideration for recommendation of promotion.

Regular Full-Time or Part-Time

- Have a Master's or terminal degree from an accredited institution and an educational background/experience in a field appropriate for their assigned duties
- Physician-Candidates must have graduated from an accredited medical school, an unrestricted, active state license, and evidence of experience/training in their area of expertise.

Adjunct, Academic, or Research

Have a terminal degree from an accredited academic or professional training program and evidence of experience/training in their area of expertise.

Clinical Adjunct

- Be at a minimum, a post-graduate intern, resident or fellow in an accredited training program.
- Possess an unrestricted state license
- Be actively contributing to the education and training of Noorda-COM students

Library

Possesses a graduate degree in library or information science or in a special field relevant to the position. Several years of relevant paraprofessional experience or experience in another profession.

Assistant Professor

Appointment or promotion to the rank of Assistant Professor include all of the prerequisites through Instructor, plus the following: (See Appendix A for examples of qualifying evidence)

Annual Professional Development requirements are structured in support of fulfilling the mission of the College. Faculty are expected to accomplish at a minimum all College-wide and track focused modules. Successful completion of modules are reviewed by the faculty's supervisor as part of annual evaluations and taken into consideration for recommendation of promotion.

In addition to demonstrated areas of academic scholarship, candidate must accomplish a minimum of three letters of support from peers in candidates area of expertise, discipline, or area(s) of interest, one of which must be an external to Noorda-COM, who are experts in the field of the candidate and hold at least the academic rank or equivalent of the candidate. A letter supporting the applicants request for promotion is to be obtained from the applicants Chair/ Direct Supervisor.

Regular Full-Time or Part-Time

Regular Full-Time or Part-Time Faculty will have various allocations of scholarship commensurate with their specific job areas.

- Teaching
- Research
- Service/ Administration
- Clinical

Adjunct Academic or Research

Candidates should have a Doctoral or terminal degree from an accredited institution
Successfully completion of professional training or acquired equivalent experience in a clinical academic or research field commensurate with their assigned duties

Clinical Adjunct

Initial appointment or promotion to the rank of Adjunct Clinical Assistant Professor include all the prerequisites through Clinical Adjunct Instructor

- Completion of an AOA or ACGME approved residency
- Board certified or board eligible
- Possess an unrestricted, active state license to practice medicine
- Be actively contributing to the education and training of Noorda-COM students

Administrative

Candidates should have a Doctoral or terminal degree from an accredited institution and successfully completed professional training or acquired equivalent experience in an academic, clinical or research field commensurate with their assigned duties.

Library

- Possesses a graduate degree in library science or in a special field relevant to the position.
- Professional experience with increasing specialization in a technical, subject, or administrative area.
- Demonstrates progressive responsibility for development and implementation of policies, programs, and services.
- Contribute to the profession in their area of library specialization.
- Has made increasing contributions to the profession through professional activity, publication, or research.

Associate Professor

Initial appointment or promotion to the rank of Associate Professor include all of the prerequisites through Assistant Professor, plus the following: (See Appendix A for examples of qualifying evidence)

Candidates must have served at the rank of Assistant Professor or academic equivalent for a minimum of five years, three of which may be at a previous institution.

Annual Professional Development requirements are structured in support of fulfilling the mission of the College. Faculty are expected to accomplish at a minimum all College-wide and track focused modules. Successful completion of modules are reviewed by the faculty's supervisor as part of annual evaluations and taken into consideration for recommendation of promotion.

In addition to demonstrated areas of academic scholarship, candidate must accomplish a minimum of three letters of support from peers in candidates' area of expertise, discipline, or area(s) of interest, one of which must be an external to Noorda-COM, who are experts in the field of the candidate and hold at least the academic rank or equivalent of the candidate. A letter supporting the applicants request for promotion is to be obtained from the applicants Chair/ Direct Supervisor.

Regular Full-Time or Part-Time

- Must demonstrate academic success as evidence of sustained excellence commensurate with the specific applicant's job description in two of three areas of scholarship (for basic science candidates) or two of four areas of scholarship (for clinical candidates) in a minimum of three of four areas of performance in role as Assistant Professor.
 - Teaching
 - Sustained and superior performance in education
 - Outstanding teaching performance as documented by learner and peer evaluations and awards.
 - Development of innovative educational programs.
 - Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.

- Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in state, and/or regional education organizations or societies.
- Research
 - Sustained and superior performance in research
 - Sustained clinical research effort as principal investigator on extramural research grants, contracts or training grants.
 - Leadership role in the development of a research program.
 - Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
 - Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in state, and/or regional research organizations or societies.
- Service/ Administration
 - Sustained and superior performance in Service and/or Administration
 - Effective leadership and service as Associate Dean, Assistant Dean, Department or Committee Chair.
 - Provides effective, active support as advisor to colleges' students, clubs, societies and organizations.
 - Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
 - Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in state, and/or regional organizations or societies.
- Clinical
 - Sustained and superior performance in Clinical service • Board certified in medical specialty or subspecialty.
 - Evidence of recognition as content expert in area of clinical/ professional expertise by peers and clinic/ hospital leadership.
 - Sustained evidence of being recognized as an effective, consistent mentor of students, post-graduate residents/fellows, and /or faculty-peers.
 - Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in state, and/or regional medical organizations or societies.
 - In addition to demonstrated areas of academic scholarship, candidate must accomplish:
 - Minimum of five articles in peer-reviewed journals or equivalent peer reviewed repository
 - As first author or senior author, primary author or played a major role in the inception, design, and implementation of the publication

Adjunct Academic or Research

Sustained evidence of being recognized as an effective, consistent mentor of Noorda-COM students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty. Outstanding service

and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in state, and/or regional organizations or societies.

Clinical Adjunct

Initial appointment or promotion to the rank of Associate Professor include all the prerequisites through Adjunct Clinical Assistant Professor

- Must be board certified in their medical specialty or subspecialty.
- Evidence of scholarly activity, or the development and teaching in graduate medical education programs
- Noorda-COM will recognize current faculty rank achieved through other medical schools.
- Candidates must have served at the rank of Adjunct Clinical Assistant Professor for a minimum of five years.
- Be actively contributing to the education and training of Noorda-COM students, residents, or fellows.
- Primary care physicians – precepting at a minimum six students per year
 - Specialty physicians – precepting at a minimum four students per year
- An **accelerated rank promotion** may be granted with the following guidelines:
 - Candidate must be actively engaged in education and training of Noorda-COM students and consistently has acceptable student and site evaluations.
 - Primary care physicians — 12 students per year or cumulatively 30 students.
 - Specialty physicians - eight students per year or cumulatively 20 students.
 - Completion of three faculty development modules per quarter

Administrative

- Effective leadership and service as Associate Dean, Assistant Dean, Department or Committee Chair.
- Provides effective, active support as advisor to colleges' students, clubs, societies and organizations.
- Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
- Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in state, and/or regional organizations or societies.
- In addition to demonstrated areas of academic scholarship, candidate must accomplish:
 - Minimum of five articles in peer-reviewed journals or equivalent peer reviewed repository
 - As first author or senior author, primary author or played a major role in the inception, design, and implementation of the publication

Library

- The individual appointed to this rank possesses a graduate degree in library science or in a special field relevant to the position.
- Has additional graduate degrees or course work enhancing general knowledge and special competence is preferred.

- Must have demonstrated continual growth in specific areas of librarianship, including increasing specialization in a technical, subject, or administrative area, such as supervision, collection development, technical processing, systems planning, or specialized reference and bibliographical work.
- Has established considerable recognized expertise in a defined area of librarianship on a state, regional or national level.
- Has made significant contributions to the profession through professional activity, publication, or research.

Professor

The requirements for initial appointment or promotion to the rank of Professor include all of the prerequisites through Associate Professor, including the following: (See Appendix A for examples of qualifying evidence) Candidates must have served at the rank of Associate Professor or academic equivalent for a minimum of five years, three of which may be at a previous institution.

Annual Professional Development requirements are structured in support of fulfilling the mission of the College. Faculty are expected to accomplish at a minimum all College-wide and track focused modules. Successful completion of modules are reviewed by the faculty's supervisor as part of annual evaluations and taken into consideration for recommendation of promotion.

In addition to demonstrated areas of academic scholarship, candidate must accomplish a minimum of five letters of support from peers in candidates area of expertise, discipline, or area(s) of interest, two of which must be an external to Noorda-COM, who are experts in the field of the candidate and hold at least the academic rank or equivalent of the candidate. A letter supporting the applicants request for promotion is to be obtained from the applicants Chair/ Direct Supervisor.

Regular Full-Time or Part-Time

- Demonstrate consistent success and productivity commensurate with the specific applicant's job description with evidence of excellence in two of four areas of scholarship (for clinical candidates) or two of three areas of scholarship (for basic science candidates) in a minimum of four of five areas of performance in role as Associate Professor.
 - Teaching
 - Sustained and superior performance in education
 - Outstanding teaching performance as documented by learner and peer evaluations and awards.
 - Development, implementation and evaluation of innovative educational and/or clinical programs.
 - Class performance above the national average as measured by standardized exam (COMLEX, USMLE, COMSAE, COMAT, NBME) in area of content expertise
 - Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
 - Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in national education organizations or societies.

- Research
 - Sustained and superior performance in research
 - Sustained and superior performance in research documented by having major responsibility for an independent research program, playing a leadership role in a collaborative research effort, or having a sustained clinical research effort.
 - Sustained record of extramural funding as principal investigator on research grants, contracts or training grants
 - Active participant in multi-organization research collaborative
 - Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
 - Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in national research organizations or societies.
- Service/ Administration
 - Sustained and superior performance in Service and/or Administration
 - Effective leadership and service as Associate Dean, Assistant Dean, Department or Committee Chair.
 - Provides effective, active support as advisor to colleges' students, clubs, societies and organizations.
 - Serves active role in external organization within the community, state or region.
 - Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
 - Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in national organizations or societies.
- Clinical
- Sustained and superior performance in Clinical service
- Designated as fellow in their specialty or subspecialty professional association/college.
- Evidence of recognition as content expert in area of clinical/ professional expertise by peers and clinic/ hospital leadership.
- Serves active role in external organization within the community, state or region.
- Sustained evidence of being recognized as an effective, consistent mentor of students, post-graduate residents/fellows, and /or faculty-peers.
- Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in national medical organizations or societies.
- In addition to demonstrated academic areas of scholarship:
 - Minimum of 15 articles for non-clinical faculty and 10 articles for clinical faculty, in peer-reviewed journals or equivalent peer-reviewed repository the majority published while at the rank of associate professor and reflecting ongoing and significant contribution to scholarly efforts.

- As first author or senior author, primary author or played a major role in the inception, design, and implementation of the publication

Adjunct Academic or Research

- Should be a fellow in their specialty or subspecialty professional association/college
- Must demonstrate sustained evidence of national/international expertise and recognition in their area of expertise, discipline, or area(s) of interest (described and exemplified in the Appendices).
- Sustained, significant contributions in administration (such as a Designated Institutional Officer) or service to the community, specialty or profession.
- Must demonstrate sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty peers.
- In addition to demonstrated academic areas of scholarship:
 - Minimum of five articles in peer-reviewed journals or equivalent peer reviewed repository
 - As first author or senior author, primary author or played a major role in the inception, design, and implementation of the publication

Clinical Adjunct

- Initial appointment or promotion to the rank of Professor include all the prerequisites through Adjunct Clinical Associate Professor
- Candidates must have served at the rank of Adjunct Clinical Associate Professor for a minimum of five years,
- Be actively contributing to the education and training of Noorda-COM students with an average over the last three years as follows:
 - Primary care physicians – precepting at a minimum six students per year
 - Specialty physicians – precepting at a minimum four students per year
- An **accelerated rank promotion** may be granted with the following guidelines:
 - Candidate must be actively engaged in education and training of Noorda-COM students and consistently has acceptable student and site evaluations.
 - Primary care physicians — 12 students per year or cumulatively 30 students.
 - Specialty physicians – eight students per year or cumulatively 20 students.
 - Completion of three faculty development modules per quarter.

Administrative

- Effective leadership and service as Associate Dean, Assistant Dean, Department or Committee Chair for five years.
- Provides effective, active support as advisor to colleges' students, clubs, societies and organizations.
- Serves active role in external organization within the community, state or region.
- Sustained evidence of being recognized as an effective, consistent mentor of students, pre-doctoral fellows, post-graduate residents/fellows, and /or faculty-peers.
- Outstanding service and/or administration performance as demonstrated through active engagement, major responsibility and/or leadership role in national organizations or societies.

- In addition to demonstrated academic areas of scholarship:
 - Minimum of 15 articles in peer-reviewed journals or equivalent peer reviewed repository the majority published while at the rank of associate professor and reflecting ongoing and significant contribution to scholarly efforts.
 - As first author or senior author, primary author or played a major role in the inception, design, and implementation of the publication

Library

- Possesses a graduate degree in library science or in a special field relevant to the position.
- Has a second graduate degree or Ph.D.
- Has established considerable recognized expertise in a defined area of librarianship or a field of scholarly endeavor, on a state, regional or national level.
- Demonstrated leadership in specific areas of librarianship, including increasing specialization in a technical, subject, or administrative area, such as supervision, collection development, technical processing, systems planning, specialized reference and bibliographical work, or a field of scholarly endeavor.
- Has made significant contributions to librarianship or fields of scholarly endeavor, through professional activity, consulting, publication, or research.

SPECIAL APPOINTMENTS

Visiting Faculty

The titles of Visiting Instructor/Visiting Assistant Professor/Visiting Associate

Professor/visiting Professor are used only for temporary appointment of persons either visiting from other institutions where they hold similar ranks or who are brought to Noorda-COM on a trial basis. Such appointments are limited to two years unless an exception is approved in writing by the President.

Cross Appointments

Cross appointments designate faculty appointments to more than one department, or school with financial support for the position coming from only one of the units. Cross appointments may be at any of the faculty ranks. Recommendations for promotion in rank for cross appointed faculty should be made only after consultation among the various administrative units of the department, or school and such input provided in a recommendation to the appropriate dean as part of the promotion and tenure process.

Joint Appointments

Joint appointments designate faculty appointments to more than one department, or school with financial support for the position shared by the units concerned. Joint appointments may be at any of the faculty ranks. Recommendations for promotion in rank for joint appointed faculty should be made only after consultation among the various administrative units of the department or school and such input provided in a recommendation to the appropriate dean as part of the promotion and tenure process. In all cases, the faculty member will have a primary academic appointment in one of the departments of a school and this department will take the lead on all evaluations and promotion and tenure procedures.

Honorary Appointment

Honorary appointments are given to those not employed by the College who render service to the College's mission in a manner that justifies the recognition of an honorary title. Campus' published academic publications shall maintain a list of honorary titles, indicated as such.

Portfolio Requirements for consideration of Application for Promotion after initial appointment

Regular Full-Time or Part-Time

- Letter of support for rank and/or promotion from chair/supervisor (portfolios may be submitted for review even if supervisor or chair has not submitted a supporting letter)
- Copy of current/ accurate Curriculum Vitae
- Demonstrated accomplishments with appendices containing supporting evidence as appropriate:
 - Teaching
 - Research/ Scholarship
 - Service
 - Clinical
- Letters of recommendation commensurate with requested rank
- Copies of publications
- Statement of professional goals for next five years in the areas of teaching, clinical practice, research and service.

Procedure for Promotion

The Associate Dean shall maintain a record of promotion deadlines and notify faculty one year prior to any mandatory deadline. Recommendations to the Noorda-COM Rank and Promotion Committee (RPC) for promotion normally shall originate from the Department Chair or Dean. However, any Faculty Member whose Division Chair/ Associate Dean is unwilling to recommend promotion may appeal to the Dean for evaluation by the Noorda-COM RPC.