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**Policy Audience : Faculty Council**

**1. Definitions :**

**2. Leadership Council Review :**

Academic Affairs  
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**3. Introduction / Purpose :**

The purpose of this document is to present the procedures employed within Geisinger Commonwealth School of Medicine for the evaluation of rank at the time of initial appointment, promotion and/or consideration for granting tenure of all full/part time faculty regardless of pay source and will include those paid via contract.

**4. Governance and Enforcement :**

Assoc. Dean Faculty Affairs

**5. Policy :**

**FACULTY APPOINTMENTS**

**I. Faculty Appointments**

1. Rank of Full/Part-Time Faculty at the Time of Appointment and Appointment Process  
Full/Part-time faculty of the Geisinger Commonwealth School of Medicine are expected to perform generally in one or more of the three areas: education, research and clinical care. When hired by the Geisinger Commonwealth School of Medicine, new faculty members along with their Department Chair and with final approval by the Dean will identify their area or areas of focus. An area of focus will be one or more of the three areas of general performance:

education, research or clinical care. The area or areas of focus may fluctuate over the faculty member's career. Therefore, once a year, during the annual evaluation process, the area or areas of focus will be confirmed or revised and documented with the Department as well as with the Department of Faculty Affairs and Faculty Development. This flexibility allows faculty members to better meet their own professional goals and to better serve the needs of their Department and the College. All faculty of Geisinger Commonwealth School of Medicine are also expected to engage in scholarship and service.

A. Qualifications for appointment to the rank of Instructor:

Appointment at the rank of Instructor is reserved for individuals joining the faculty who hold at least a Master's Degree or equivalent relevant experience and should otherwise be well qualified to participate in education, research or clinical care. Eligible candidates would also include non-board certified practitioners.

B. Qualifications for appointment to the rank of Assistant Professor:

Appointment at the rank of Assistant Professor requires an advanced, terminal degree. Terminal degrees in health care are usually doctoral degrees (MD, DO, PhD, DSc, EdD or equivalent). Assistant Professors should demonstrate the potential for excellence in education, research or clinical care and the capacity to participate productively in scholarly activity. If a candidate's focus area is clinical care, specialty board certification is required.

C. Qualifications for the appointment to the rank of Associate Professor:

Appointment at the rank of Associate Professor requires an advanced, terminal degree. Terminal degrees in medical education, research and health care are usually doctoral degrees (MD, DO, PhD, DSc, EdD or equivalent). Associate Professors must demonstrate excellence in education, research or clinical care depending on declared area or areas of focus and at least meritorious performance in education, scholarly activity and service. If a candidate's focus area is clinical care, specialty board certification is required.

D. Qualifications for the appointment to the rank of Professor:

Appointment at the rank of Professor requires an advanced, terminal degree. Terminal degrees in medical education, research and health care are usually doctoral degrees (MD, DO, PhD, DSc, EdD or equivalent). Professors must demonstrate excellence in education, research or clinical care depending on declared area or areas of focus and at least meritorious performance in education and service and excellence in the area of scholarly activity, and a strong regional and/or national reputation. If a candidate's focus area is clinical care, specialty board certification is required.

E. Appointment processes for full/part-time faculty all ranks:

Faculty appointed initially shall be recommended by the Department Chair to the College Appointment, Promotion and Tenure Committee. The College Appointment, Promotion and Tenure Committee will then review the recommendation by the Department Chair and make a recommendation for the appointment to the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) for a term of at least one academic year, renewable for additional academic years at the discretion of the Chair, with the approval of the Dean.

2. Rank of non-paid faculty (volunteers) at the Time of Appointment and Appointment Process

All Community-Based Clinical Faculty in the College are non-tenured, and the conditions of their appointment will be stated in writing at the time of their appointment. All volunteer clinical faculty titles will include the qualifier, "Clinical" that designates the difference between an employed faculty member and a volunteer faculty member.

**A. Qualifications for appointment to the rank of Clinical Instructor:**

Clinical Instructors shall be appropriately degreed and licensed and have developed the skills required for their clinical field. The candidate shall demonstrate a high level of ability in clinical practice and as an educator in their field of expertise.

**B. Qualifications for appointment to the rank of Clinical Senior Instructor:**

Clinical Senior Instructors shall be appropriately degreed and licensed and have developed the skills required for their clinical field. The candidate shall demonstrate a high level of ability in clinical practice as well as have evidence of high level performance as an educator in their field of expertise.

**C. Qualifications for appointment to the rank of Clinical Assistant Professor:**

Clinical Assistant Professors shall hold a terminal professional degree, usually MD, DO, PhD, DSc, EdD or equivalent, have completed all appropriate postdoctoral training, and shall be certified by the appropriate specialty and sub-specialty boards in those health professions where certification is offered. The candidate shall demonstrate a high level of ability in clinical practice and education in the departmental field, and the potential for exhibiting excellence in the field. Clinical Assistant Professors are required to have current licenses if they are educating students in a clinical setting.

**D. Qualifications for appointment to the rank of Clinical Associate Professor:**

Clinical Associate Professors shall meet the requirements for Clinical Assistant Professor and, in addition, have extensive experience in clinical or professional practice in their field of specialization. The candidate shall demonstrate outstanding performance in the education of medical students and/or trainees. Clinical Associate Professors are required to have current licenses if they are educating students in a clinical setting.

**E. Qualifications for appointment to the rank of Clinical Professor:**

Clinical Professors shall meet the requirements for Clinical Associate Professor and demonstrate an outstanding record in instruction of the students of this or other Colleges. In addition an appointee is recognized as a leader in the professional field, as demonstrated both through professional activities and by recognition from peers. A candidate demonstrates scholarly activity appropriate to the candidate's clinical activities. Clinical Professors are required to have current licenses if they are educating students in a clinical setting.

**F. Appointment Process for Volunteer Clinical Faculty all ranks:**

Faculty appointment for Volunteer Clinical Faculty shall be recommended by the Department Chair. The faculty candidate must submit their: 1) Current curriculum vitae; 2) proof of malpractice insurance; 3) copy of a current license to practice in Pennsylvania, and 4) documentation of current specialty board certification, where relevant. The regional campus office will confirm that this information is updated and accurate including an inquiry on the Pennsylvania State Board of Medicine website. After this information is assembled, it is reviewed by the appropriate Department Chair and a recommendation for the appointment is made to the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean).

After approval by the Dean, the faculty appointee will be sent a letter signed by the Vice President for Academic and Clinical Affairs and Vice-Dean, outlining the following requirements:

- The initial term of appointment up to three years
- During the first year of appointment, the faculty appointee must complete a faculty orientation module; either by viewing the module in paper form or electronically via the website and completing the session evaluation.
- Each year, the faculty member must have participated in activities sponsored by GCSOM. This

can be achieved by documented participation in live GCSOM activities, faculty meetings, CME events, online modules, committee participation, serving as an interviewer, small group facilitator, or course demonstrations/discussion; these are just some of the ways in which a volunteer clinical faculty member can maintain their appointment.

- If a volunteer faculty member is serving as a 3rd or 4th year preceptor or teaching in other areas of the GCSOM curriculum, evaluations of their teaching will be reviewed on an annual basis.

During the three year cycle, the faculty member would have a suggested profile which provides for an active level of participation at GCSOM. Possible activities are listed in the chart; this is not an exhaustive list.

## ACTIVITY

Precepting student in office, inpatient setting, OR, ER, etc.: Document actual hours spent

Small group or simulation center teaching at GCSOM: Document actual hours spent

Unstructured activities in medical education (e.g. curriculum planning/meetings, tutoring, review sessions, examination writing or review, etc.): Document actual hours spent

Participating as a mentor for Community Health Research Projects, Quality Improvement Community Collaborative, or other student research/scholarly project: Document actual hours spent

Advising a GCSOM organization: Document actual hours spent

Career Advising or Mentoring: Document actual hours spent

Structured teaching (lecture, CME presentation), including prep: 5 hours per presentation

Course Leadership (Clerkship Director, Education Director, Regional Education Coordinator, Site Directors for sub-internship or electives, clinical block leader in Systems Course or equivalent etc): Credit will be given for up to 20 hours per year

Contributions to faculty development activities at GCSOM, including activities organized through the Academy of Clinical Educators (ACE): Document actual hours spent

Co-investigator of a funded educational or research grant (can be outside of GCSOM): Credit will be given for up to 15 hours per grant per year

Membership on hospital affiliate committee (actively participates: Credit will be given for up to 10 hours per year

Member of GCSOM Committee (actively participates: Credit will be given for up to 15 hours per year

Chair of GCSOM Committee: Credit will be given for up to 30 hours per year

## G. Further considerations:

- Clinical faculty members who hold faculty appointments at other institutions must have the approval of their home institutions as well as the GCSOM Dean to participate in research,

submit research grants, or be listed as investigators on research grants at GCSOM. Research activities may require special arrangements such as contracts or other agreements.

- Clinical faculty members may use their GCSOM title on their professional business cards and professional medical resumes, but may not use their GCSOM title or GCSOM's name or trademarks in advertising their private medical practice or in other commercial activity.

### 3. Adjunct Faculty Appointments

Adjunct faculty appointments in the College are non-tenured, with conditions which will be stated in writing at the time of appointment. Adjunct faculty members may receive compensation for part-time assignments, or may serve on a volunteer, uncompensated basis. All adjunct faculty titles will include the qualifier, "Adjunct", that designates the difference between a full/part-time faculty member and an adjunct faculty member.

#### A. Qualifications for appointment to the rank of Adjunct Instructor:

Adjunct Instructors shall hold at least a Master's Degree or its equivalent and should otherwise be well qualified to educate students or trainees at an equivalent institution. An Instructor demonstrates or shows evidence of potential for effective education of students.

#### B. Qualifications for appointment to the rank of Adjunct Assistant Professor:

Adjunct Assistant Professors shall hold the MD, DO, PhD, DSc, EdD or equivalent degree and currently holds an equivalent rank at another institution. An appointee demonstrates or has potential for excellence in education or research.

#### C. Qualifications for appointment to the rank of Adjunct Associate Professor:

Adjunct Associate Professors shall hold the MD, DO, PhD, DSc, EdD or equivalent degree and an equivalent title at a similar institution. The evidence must indicate convincingly that an appointee to the rank of Adjunct Associate Professor has the potential to maintain a high level of performance as an educator or, as a researcher.

#### D. Qualifications for appointment to the rank of Adjunct Professor:

Adjunct Professors shall hold the MD, DO, PhD, DSc, EdD or equivalent degree and an equivalent title at a similar institution. The evidence must indicate convincingly that an appointee to the rank of Adjunct Professor has maintained a high level of performance as an educator or as a researcher.

#### E. Appointment Process for adjunct faculty all ranks:

Adjunct faculty shall be recommended by the Department Chair to the College Appointment, Promotion and Tenure Committee. The College Appointment, Promotion and Tenure Committee will then review the recommendation by the Department Chair and make a recommendation for the appointment to the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) for a specified term, renewable for additional academic years at the discretion of the Department Chair, with the approval of the Dean.

#### F. Further considerations:

- Appointments to the ranks of Adjunct Instructor through Adjunct Professor should be reserved for individuals who are expected to contribute actively to the educational and/or research programs of the College.
- Adjunct faculty must have the approval of the Dean of the College to participate in research, submit research grants, or be listed as investigators on research grants at GCSOM. Research activities may require special arrangements such as contracts and other agreements.

- Responsibilities of adjunct faculty may include general oversight of laboratories and educating and mentoring of medical students, any of which would be outlined in their letter of agreement.

## II. SPECIAL FACULTY APPOINTMENTS

Special faculty appointments include Visiting Professor, Associate Professor or Assistant Professor and Emeritus Faculty.

### 1. Visiting Faculty

A. Qualifications for appointment to: the rank of Visiting Professor, Associate Professor or Assistant Professor:

- Appointments with this title may be extended to individuals with doctoral degrees (MD, DO, PhD, DSc, EdD or equivalent degree) who hold a permanent position at another institution, but serve full-time on the faculty of GCSOM for a specified limited term.

B. Appointment Process: Faculty appointed to these titles shall be recommended by the Department Chair and be appointed by the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean). Visiting faculty rank will be equivalent to the rank held at the institution of permanent appointment. As this is a temporary appointment, this appointment does not have to be reviewed by the College Appointment, Promotion and Tenure Committee.

### 2. Emeritus

A. Qualifications for appointment as Emeritus Faculty: Paid and non-paid faculty holding the rank of Professor, Dean or Associate Dean may be granted the title of Emeritus upon retirement.

B. Appointment and Term: Appointment to the Emeritus status is at the discretion of the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) Appointment to this position will be without term and maybe with or without defined service requirements.

## PROMOTION

### II. Promotion

#### 1. FACULTY PROMOTION (Full/Part-Time)

Promotion is the major way in which an institution recognizes and rewards a faculty member's contributions and academic achievements. A promotion is not a routine reward for satisfactory service but reflects a positive appraisal of high professional competence and accomplishment. Therefore, service time in rank is not in itself sufficient reason for promotion. A candidate for promotion is evaluated by peers and appropriate administrators at several different levels. Care must be taken to ensure that each of these evaluations is conducted fairly and openly. The promotion process shall recognize and reflect the individual faculty member's advancement in the areas of education, research, clinical/patient care, scholarly achievement and service.

All promotion decisions are made on a case by case basis. Each faculty member is unique in their contributions to GCSOM and their profession. A precedent for granting a promotion will not be set or based on any individual faculty member case.

### Third Year Review:

All full and part time faculty, at the rank of Assistant Professor will have a formal third year review whose purpose shall be to provide the faculty member with an overall assessment of progress toward promotion and tenure if the faculty member is interested in pursuing tenure. This review will take place at the end of the faculty member's third year in rank, based on initial hire date. This review shall be qualitatively different from and more comprehensive than the annual evaluation and does not take the place of the annual review.

#### A. Composition of The Department Promotion and Tenure Committee:

The Department Chair will appoint the Department Promotion and Tenure Committee ("the Department Committee"), annually. This committee shall consist of at least three senior faculty members, Associate Professor or higher, of the promotion/tenure granting department. If the candidate would like to also be considered for progress towards tenure, than at least one of the members of the Department Committee should be tenured. On occasions, the Department Chair may request participation by appropriately qualified faculty members in another department. In the case of a faculty member who holds a joint appointment, a member of the second unit will be added to this committee of the promotion/tenure-granting department.

#### B. Content of Review:

The assessment shall focus on all areas of faculty performance: education, research, scholarship, clinical care and service, placing special emphasis on the faculty member's area or areas of focus. The assessment will be both qualitative and, to the extent possible, quantitative, and comprehensive over three years of performance.

All candidate materials will be submitted to the Department of Faculty Affairs and Faculty Development and then forwarded on to the Department Committee and the Department Chair. The candidate will be asked to provide an up-dated CV, which will be shared with the Department Committee. The candidate will also provide an impact statement that addresses the candidate's performance to date in the areas of education, research, scholarship, clinical care and service, focusing particularly on the faculty member's identified area or areas of focus. For faculty members whose focus is education, an education portfolio is required. The requirements for the educational portfolio are annually set by the Department Chairs and the Department Committees. The impact statement should also address the candidate's plans in these areas moving forward, with a particular focus and plan for their identified area or areas of focus. Internal letters of support should also be included with submission materials. The candidate will also provide any additional information that would be relevant for Department Committee review.

The assessment shall evaluate whether the record in all performance areas indicates progress toward expected levels of productivity at the time of promotion and or tenure. The Department Committee may or may not choose to interview experts in the areas of research and education within the institution for additional feedback on the candidate's progress.

The Third-Year Review shall include a written report from the Department Committee, which reflects the Committee's deliberations and identifies any deficiencies in the faculty member's record. The Department Chair will make comments separate from the committee report which will be documented and shared with the faculty member and included in the finalized Third Year Review package. The completed Third-Year Review package includes: The Department Committee's Report, the Chair's Report and any written response from the faculty member.

The report from the Department Committee shall also contain recommended changes in focus area or areas and, priorities that may remedy deficiencies or build on strengths. The report shall be signed and dated by the Department Chair and Members of the Department Committee and

be distributed to the faculty member. The faculty member shall return the report of the Department Committee and the Chair's Report, signed and dated. Signature does not indicate agreement, but it acknowledges that the faculty member has seen and read the evaluation. The evaluated faculty member may provide a written response to be attached to the Third-Year Review package.

**C. College and Departmental Criteria:**

Each department may establish and promulgate its discipline's promotion or tenure norms as a basis for the Third-Year Review, including a statement of the relative roles of education, research, scholarship, clinical care and service in the duties of Assistant Professors, consistent with overall College criteria. These norms, if established, serve as guidance only.

**D. Document Placement:**

The Third-Year Review Package shall become part of the faculty member's record in both the faculty member's department and the Department of Faculty Affairs and Faculty Development. The Vice Dean and the Dean will be notified that the completed Third Year Review is on file in the Department of Faculty Affairs and Faculty Development. The Department Chair and the faculty member should retain a copy of the completed Third-Year Review for their files. The Department of Faculty Affairs and Faculty Development shall not forward the Third-Year Review as part of a promotion/tenure package, although the faculty member shall be made aware that such documents cannot be withheld from the President/Dean, during the promotion/tenure process if requested.

**Promotion Process:**

A. Faculty members applying for promotion should meet with their Department Chair who will advise them regarding the process.

B. The faculty candidates will submit promotion and/or tenure application materials (see below) to the Department of Faculty Affairs and Faculty Development.

C. The Department Chair will appoint a Department Promotion and Tenure Committee ("the Department Committee"), annually to review the candidate's application for promotion.

D. The Department Committee will share its recommendation with the Department Chair, facilitated by the Department of Faculty Affairs and Faculty Development.

E. The Department Chair will then send his/her recommendation, to the Department of Faculty Affairs and Faculty Development, it will then be sent along with the recommendation of the Department Committee and the candidate's completed portfolio to the College Appointment, Promotion and Tenure Committee.

F. The College Appointment, Promotion and Tenure Committee will consider the application and render a committee recommendation.

G. This recommendation is then sent to the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) for his/her recommendation.

H. The Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) then sends his/her recommendation to the President for final decision.

I. If a candidate is not promoted, they must wait to reapply for promotion for 2 years, before they will be reconsidered, this should provide the candidate with ample time to prepare.



## Application Materials and Requirements:

- The timeline for promotion will be published for the faculty and departments on an annual basis, by the Department of Faculty Affairs and Faculty Development, via the College Appointment, Promotion and Tenure Committee.
- The candidate will be asked to provide an up-dated CV, which will be shared with the committees and will be included in the information sent to external reviewers, the Department Chair may also request that the educational portfolio, impact statement and representative publications be sent along with the CV to external reviewers.
- The Department of Faculty Affairs and Faculty Development will send letters to a list of external reviewers that have been compiled by the Department Chair and the candidate. Criteria for external reviewers can be found in the Promotion Timeline Document that is published and distributed to faculty each academic year, by the College Appointment, Promotion and Tenure Committee. External reviewers will be asked to provide insight regarding faculty performance/impact to date based on the information provided.
- The deadline for the receipt of external reviewer's letters will be set in the Promotion Timeline Document. Any external letters received after that date will not be considered. A candidate is required to have at least three external letters, and one of the three letters must be from a reviewer recommended by the Department Chair for the application package to be move forward.
- The Promotion application package also requires candidates to have letters of support from internal colleagues documenting their commitment to the GCSOM mission, students, service and scholarly impact. A candidate is required to have at least three internal letters, for their application package to be moved forward.
- The candidate will also provide an impact statement that addresses their performance to date in the areas of education, research, scholarship, clinical care and service, with specific concentration on the faculty member's identified area or areas of focus. The statement should also address the candidate's plans in these areas moving forward; with a concentration again on the faculty member's identified area or areas of focus. For faculty members whose focus is education, an educational portfolio is required. The requirements for the educational portfolio are set by the Department Chairs and the Department Committee's annually.
- 2-3 representative publications or materials that demonstrate scholarly activity are required.
- The candidate will also provide any additional information that would be relevant for both the Department and College committee's review.
- Student evaluations will also be available for both the Department and College committee's review. A candidate may also want to consider including letters from students or mentees.
- The assessment shall evaluate whether the record in all performance areas indicates progress toward expected levels of productivity and excellence at the time of eligibility for promotion.

## Eligibility for Promotion Time Requirements:

The following are guidelines of time requirements for promotion to the proposed rank (minimum time at which promotion could be awarded). Strong justification is required based upon performance criteria for accelerated promotion or promotion without a terminal degree in the

candidate's discipline. Promotion at the first year of eligibility should be based upon exceptional performance.

Requirements for promotion to:

- Assistant Professor - At least one year of full-time academic experience or its equivalent at the Instructor level or non-teaching postdoctoral experience. For clinical faculty board certification is required. The Department Chair determines if the faculty member possesses potential for excellence in the primary academic areas of education, research, or clinical care and service. There should be a particular emphasis on the faculty member's identified area or areas of focus. Additionally, promotion requires evidence of satisfactory performance in scholarly activity.
- Associate Professor - At least four years of full-time academic experience at the Assistant Professor Level or equivalent responsibilities. Doctorate or its equivalent in training or experience is expected. Requires evidence of excellence in the faculty members identified area or areas of focus of education, research, or clinical care and service with evidence of a regional reputation, and satisfactory performance in scholarly activity.
- Professor - At least five years of full-time academic experience at the Associate Professor Level or equivalent responsibilities. Doctorate or its equivalent in training or experience is required. Requires evidence of excellence in the faculty member's identified area or areas of focus education, research, or clinical care and service with a high level of national and/or international recognition, and satisfactory performance in scholarly activity.

Academic appointments made on or before the first Monday in October shall be considered a full year appointment. Prior credit toward promotion will be considered on a case by case basis.

Criteria for Promotion:

Recommendations to promote a faculty member must be made as a result of a thorough evaluation of performance in all areas of faculty activity. Faculty recognition and reward through promotion shall be based upon each faculty member's contributions to the defined mission and purpose of GCSOM as undertaken and supported by the Department in which the faculty member holds primary appointment.

Minimum documentation of educational effectiveness must include three elements:

a. Citations of professional growth and development as a educator including but not limited to advanced degrees obtained since appointment; publications that show evidence of educational effectiveness, such as textbooks, chapters in books, review papers, position papers, or editorials; academic presentation regarding education; and appointment to state, regional or national boards or committees, or accreditation site visit teams.

b. Citations of teaching load, including but not limited to number of courses taught; level of responsibility in course development, management, evaluation, and revision; development of educational materials or aids; and the number and level of students, residents and fellows directed.

c. Citations of the effectiveness of educational/learning activities, including but not limited to education awards; performance of students on external examinations and/or evaluations; development of educational protocols and aids that have been adopted by other institutions. The primary focus shall be upon the demonstrated quality of teaching as evidenced by teaching effectiveness. (This will be supported by student learning outcomes that have been measured

against recognized competency based criteria. May be demonstrated by student and/or peer evaluations).

Documentation of service is also an important element in the promotion process:

Geisinger Commonwealth School of Medicine is a community whose effective operation depends in large part upon a faculty willingly committed to serving that community and providing service through clinical care, community engaged activities and contributions to a positive and productive environment at the College. In addition, all full-time faculty members, are expected to perform tasks necessary to the efficient administration of the College, such as regularly attending faculty and committee meetings and fulfilling any appropriate assignments from the Dean, Vice-Dean, or Department Chair. Assignments may include chairing or participating in one or more of the College committees. Full and Part-time faculty members are also encouraged to involve themselves fully in the intellectual life of the College, such as by participating in seminars, assisting colleagues with their research, supplying assistance where needed to student organizations and programs, and by participating in other College functions or by contributions to our regional communities.

While service on College committees is expected of all faculty members, a candidate who has engaged in extraordinary service to the College should be given credit for their work. Service alone, however, will not warrant promotion. Likewise, a candidate who has failed to perform ordinary and expected service to the College may be denied promotion or have such failure taken into account in the salary review process.

The College's mission also includes service to the profession and the community through participation in local, state, national or international healthcare-related, education and scientific activities. Such activities are intrinsically valuable, and also inform the educational and scholarship responsibilities of faculty members. The College thus expects professional service activities by all full-time faculty members.

To be considered, the candidate's activities must be at the discretion of the immediate supervisor and in a significant way relate to health care delivery, medical education, public service or the like. Examples include: providing leadership in professional organizations; presenting a research paper, or serving as moderator or discussant at professional meetings; preparing course materials or lecturing at continuing medical education programs; serving as an officer in a public interest organization; support of student activities having an educational or professional focus; and, professional participation in public service or governmental agencies.

The GCSOM faculty, Department Chairs, College Appointment, Promotion and Tenure Committee and the President/Dean have produced a "Guidelines Document for Promotion and Tenure." This document provides examples of activities for all areas of a faculty member's responsibilities, as a reference to guide a faculty member in progressing on their career path. The "Guideline Document for Promotion and Tenure" is guidance only, and by no means an exhaustive list of examples and will be reviewed by the GCSOM Faculty, Department Chairs, College Appointment, Promotion and Tenure Committee, Vice-Dean and the President/Dean bi-annually to ensure that the examples included are still relevant and at the level that would be expected by the College.

## 2. ADJUNCT AND VOLUNTEER CLINICAL FACULTY PROMOTION

All Clinical and Adjunct Faculty are eligible for promotion. Promotion of Adjunct and Clinical Faculty would be determined by the quality of performance in the area or areas of academic contribution, education, research, scholarly achievement or institutional service.

At the time of reappointment the faculty member can request review by the Department Chair for recommendation for promotion as appropriate. Department Chair recommendations will be made in writing and reviewed by the Vice-Dean for recommendation to the President/Dean. Final approval of the promotion resides with, and is at the discretion of, the President/Dean.

An up-dated CV and documentation of educational and scholarly activity will need to be provided to the Department Chair at the time the promotion is requested. These materials will then be shared with the Vice- Dean and the President/Dean and then retained in the clinical faculty member's file in the Department of Faculty Affairs and Faculty Development.

- Clinical Instructor to Clinical Senior Instructor: Requires evidence of good performance in the contribution area.
- Adjunct Instructor to Adjunct Assistant Professor: Requires evidence of excellence in the contribution area.
- Clinical Senior Instructor to Clinical Assistant Professor: Requires evidence of excellence in the contribution area.
- Adjunct Clinical Assistant Professor to Adjunct Clinical Associate Professor: Requires evidence of excellence in the contribution area.
- Adjunct Clinical Associate Professor to Adjunct Clinical Full Professor: Requires evidence of excellence in the contribution area with national or international recognition in research, education, or professional service.

### 3. PROMOTION APPEALS FOR FULL/PART TIME FACULTY

The individual faculty member can appeal promotion decisions to the President, within 10 business days of receiving notification of the Dean's recommendation (if the Dean and the President are the same person, then the Vice-Dean will act as Dean). Upon receiving the promotion recommendation, the faculty member can request a copy of the summary letter from the College Appointment Promotion and Tenure Committee regarding their recommendation for the candidate. The faculty member cannot request minutes or discussion notes from any College Appointment, Promotion and Tenure Committee or Department Committee meetings, nor can the candidate for promotion discuss the recommendation of the committee with any member of said committee's. The faculty member will need to submit a written letter to the President requesting the appeal. In setting forth the basis of the appeal, the appeal shall be limited to materials submitted, no additional/new information will be considered.

The President may act directly in determining the outcome of the appeal or may refer the appeal to an ad hoc Appeals Committee that the President appoints for this purpose. The President shall inform the Dean (or Vice-Dean) that an appeal has been submitted and is under review. The findings and recommendations of the Appeals Committee (if one is appointed) shall be made to the President and shall be confidential. Absent unusual circumstances, the President shall resolve the appeal within 60 days of its submission. The appellant will be notified of the President's decision with copies to the Dean. The President's decision is final.

## TENURE

### III. Tenure

#### 1. PREAMBLE

The choices that an institution makes in granting tenure are crucial to its progress towards academic excellence. Tenure implies a mutual responsibility on the part of the institution and the tenured faculty member. Tenure should never be regarded as a routine award since, in granting tenure to a faculty member, the institution makes a commitment to his or her continued employment (subject to certain qualifications).

The award of tenure carries with it the expectation that the institution shall continue to need the services that the faculty member is capable of performing and that the financial resources are expected to be available for continued employment. Tenure also carries the expectation that the faculty member will maintain or improve upon the level of attainment which characterized the qualifications for the original award of tenure.

Only full-time paid faculty members are eligible to be considered for tenure. The granting of tenure is a commitment of the College. The conferral of tenure necessitates an assessment of College needs and a commitment of College resources. Required documentation justifying the expectation of permanence afforded by the award of tenure includes evidence of a faculty member's:

- Professional excellence in education, research and scholarly activities, and academic/public professional/clinical service; and
- Demonstrated professional dedication and outstanding ability to substantiate the potential for future contributions.

Tenure is a privilege of eligible faculty, not a right. Tenure is not a guarantee of employment. The results of an evaluation of education, research, clinical, scholarship and service shall be considered in the decision to grant tenure. Consideration for tenure requires a comprehensive review of the candidate's accomplishments over the life of his/her career with emphasis on the faculty member's contributions while at GCSOM and future scholarly potential.

All tenure decisions are made on a case by case basis. Each faculty member is unique in their contributions to GCSOM and their profession. Similarly, the needs and resources of the College and its individual departments are not uniform or constant over time. Accordingly, the granting of tenure in any prior individual case is not, and should not be construed as, a precedent for or commitment to the granting of tenure in any future individual faculty case.

## 2. ELIGIBILITY FOR TENURE

All persons with full time faculty appointments at GCSOM who hold a regular professional rank of Assistant Professor (if seeking promotion and tenure simultaneously) or above shall be eligible to be considered for tenure. Please note that Assistant Professors cannot be tenured, regardless of time in rank. Tenure eligible faculty may be reviewed for tenure alone or for promotion and tenure simultaneously, depending on time in rank at GCSOM. To be eligible for consideration for tenure, a faculty member must be in their sixth year in rank at GCSOM. A faculty member could be considered for tenure earlier than the sixth year, if clearly stated in their initial offer letter. The award of tenure is recognition by the institution of the value and contributions over the faculty members career.

Acceptance of an administrative position at GCSOM by a GCSOM faculty member does not influence the tenure eligibility or status, with the exception of the Office of President/Dean. When an initial appointment is made to an administrative position and where academic rank of Assistant Professor or above is granted concurrently, that person is eligible to apply for tenure unless otherwise stated in their offer letter.

### 3. CRITERIA FOR GRANTING OF TENURE

The tenure decision shall be based on a thorough evaluation of the candidate's total contribution to the mission of Geisinger Commonwealth School of Medicine. Faculty recognition and reward through the award of tenure shall be based upon each faculty member's sustained contributions in the areas of education, research, clinical care, scholarly achievement, and service to the defined mission and purpose of Geisinger Commonwealth School of Medicine as undertaken and supported by the College and discipline in which the faculty member holds appointment. Specific attention will be paid to the faculty member's identified area or areas of focus. Faculty members in appropriate disciplines may also be evaluated in terms of their clinical/patient care, clinical leadership and service. While specific responsibilities of faculty members may vary because of the special assignments or because of the particular mission of the academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in the areas of education, research, scholarly achievement, and service. A decision to grant tenure must be based not only on the candidate's attainment of high professional competence and academic performance measured against national standards but also on the goals and anticipated future needs of the institution.

#### TENURE REVIEW GUIDELINES AND PROCEDURES

A Tenure Timeline Document shall be established by the College Appointment, Promotion and Tenure Committee and published annually.

The tenure eligibility status (credited time in rank at GCSOM six completed years since date of hire) of each faculty member shall be reviewed in accordance with the calendar each year, by the Department of Faculty Affairs and Faculty Development. Faculty Affairs and Faculty Development will then send a listing of faculty eligible for tenure to the Department Chairs for review and then the listing will be forwarded to the Dean's office. In the event that the candidate for tenure is a Chair, the Dean or appropriate Associate Dean will notify each Chair who is eligible for tenure in terms of service in rank of his/her status.

In accordance with the calendar, an eligible faculty member may initiate the tenure process, upon consultation with their Department Chair, by submitting application materials to his/her Department Chair who, will then notify the Department of Faculty Affairs and Faculty Development when the portfolio is ready for submission to the Department Promotion and Tenure committee or its equivalent, unless the candidate has received a letter of non-renewal. A faculty member whose contract will not be renewed is not eligible for tenure or the tenure appeals process. If the Department Chair is not in support of the candidate's request to initiate the tenure review process, the candidate is permitted to submit their materials for review, directly to the Department of Faculty Affairs and Faculty Development, who will then follow the process as described in this section. A candidate may halt the tenure process at any time prior to a recommendation being made to the Board of Trustees.

A candidate's tenure application shall consist of:

- CV
- Publications
- Educational portfolio
- Impact statement
- Grants and awards
- Evidence of service
- External review letters
- Internal review letters
- Additional materials the candidate or Department Chairs deems relevant for consideration

The candidate will be asked to provide an up-dated CV, that will be shared with both the Department and College committee's and will be included in the information sent to external reviewers. The Department Chair may also recommend that additional materials be sent to external reviewers, The Department of Faculty Affairs and Faculty Development will send letters to a list of external reviewers that have been compiled by the Department Chair and the candidate. Criteria for external reviewers can be found in the Tenure Timeline Document that is published and distributed to faculty each academic year, by the College Appointment, Promotion and Tenure Committee. The Department of Faculty Affairs and Faculty Development will send letters to the external reviewers from the Department Chair explaining the GCSOM Tenure review process. External reviewers will be asked to assist by providing insight into the faculty member's performance/impact to date based on the information provided. The deadline for the receipt of external reviewer letters will be set in the Tenure Timeline Document. Any external letters received after that date, will not be considered. The Department of Faculty Affairs and Faculty Development will provide the candidate and the department with the specific requirements for preparing the list of external reviewers. A candidate is required to have at least four external letters, and one of the four letters must be from a reviewer recommended by the Department Chair for the application package to be move forward.

The Tenure application also requires candidates to have letters of support from internal colleagues documenting their commitment to the GCSOM mission, students, service and scholarly impact. A candidate is required to have at least 4 internal letters to move the application forward. The candidates will also provide an impact statement that addresses their performance and contributions to date in the areas of education, research, scholarship, clinical/patient care and service, with a particular emphasis on the faculty member's documented area or areas of focus and achievements in scholarship. The impact statement should also address the candidate's plans in these areas going forward, with particular attention to the faculty member's identified area of focus and further plans for scholarly activities.

The candidate must also provide 2-3 representative publications for review. The assessment shall evaluate whether the record in the four performance areas indicates progress toward expected levels of productivity at the time of tenure. The evaluation for tenure will be heavily weighted on the area of scholarship. It is important for faculty seeking tenure to have achieved and executed scholarly activities that would be considered to be excellent and that have substantial impact nationally or internationally.

The Department Chair will appoint a Department Promotion and Tenure Committee ("the Department Committee"), annually to review the candidate's application for tenure. The Department Chair will request the committee members conduct a substantive evaluation of the candidate's record and performance in light of the eligibility requirements set forth in this policy. In accordance with the Tenure Timeline Document, the Department Committee will submit to the Department Chair, via the Department of Faculty Affairs and Faculty Development, a written report of its proceedings which will include a recommendation based upon the candidate's record and performance.. The Department Chair should not be present at the deliberations of the Department or College Appointment, Promotion and Tenure Committees.

The Department Chair shall review the Department Committee report and request supplementary evidence or analysis from the Department Committee as needed. In accordance with the Tenure Timeline Document, the Department Chair shall submit the candidate's complete application, the Department Committee's recommendation, and his/her own separate recommendation and rationale to the College's Appointment, Promotion and Tenure Committee, via the Department of Faculty Affairs and Faculty Development. The College Appointment, Promotion and Tenure Committee will review and discuss the candidate's application materials and then send their recommendations to the Dean (if the Dean and the President are the same

person, then the Vice-Dean will act as Dean) in accordance with the Tenure Timeline Document.

The Dean (if the Dean and the President are the same person, then the Vice President for Academic and Clinical Affairs and Vice-Dean will act as Dean) shall make his/her independent review of the candidate's application, and determine whether to recommend the candidate to the President for tenure.

The Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) shall review the candidate's application materials, including all recommendations sent forward by the Department Chair and by the Department and College Appointment, Promotion and Tenure Committees. The Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) will make his/her own assessment and decision and will make it known to the Department Chair and the faculty candidate.

Affirmative recommendations by the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) for tenure are transmitted to the President in accordance with the Tenure Timeline Document, along with the completed portfolio of each candidate. The President shall review the recommendations of the Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) and the supporting evidence and application materials. Based upon this review, the President will make his/her decision and, in the case of affirmative decisions, transmit the decision to the Board of Trustees, in accordance with the Tenure Timeline Document. It is important that faculty members understand that all tenure recommendations are advisory until the Board of Trustees takes action.

The Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) shall prepare the appropriate documents with recommendations for the President for those faculty members for whom tenure was not recommended. The Dean (if the Dean and the President are the same person, then the Vice-Dean will act as Dean) sends letters directly to those individual faculty members notifying them of the decision. Faculty may appeal in writing to the President within 10 business days of receipt of the Dean's letter. If a faculty member is not awarded tenure, the faculty member must wait 2 years before reapplying for tenure.

## 5. TENURE APPEALS

The individual faculty member can appeal tenure decisions to the President, within 10 business days of receiving notification of the Dean's recommendation (if the Dean and the President are the same person, then the Vice-Dean will act as Dean). Upon receiving the promotion recommendation, the faculty member can request a copy of the summary letter from the College Appointment Promotion and Tenure Committee regarding their recommendation for the candidate. The faculty member cannot request minutes or discussion notes from any College Appointment, Promotion and Tenure Committee or Department Committee meetings, nor can the candidate for tenure discuss the recommendation of the committee with any member of said committee's. The faculty member will need to submit a written letter to the President requesting the appeal. In setting forth the basis of the appeal, the appeal shall be limited to materials submitted, no additional/new information will be considered.

The President may act directly in determining the outcome of the appeal or may refer the appeal to an ad hoc Appeals Committee that the President appoints for this purpose. The President shall inform the Dean (or Vice-Dean) that an appeal has been submitted and is under review. The findings and recommendations of the Appeals Committee (if one is appointed) shall be made to the President and shall be confidential. Absent unusual circumstances, the President shall resolve the appeal within 60 days of its submission. The appellant will be notified of the



President's decision with copies to the Dean. The President's decision is final.

## 6. CONDITIONS UNDER WHICH TENURE CEASES

Once granted, tenure is maintained continuously and can be suspended, terminated or revoked only under one of the following conditions:

- If a full-time tenured faculty member voluntarily accepts a part-time position, their tenure would be suspended, until they returned to full-time status.
- Upon retirement or resignation the tenure status is terminated.
- If the faculty member is to be terminated for cause, their tenure status with the College would be revoked.

### 6. Key Stakeholders :

Faculty Council