Appointments and Promotions

1. Who is eligible for appointment? Candidates must be in one of the following categories:
   a. Be employed by Seton Hall University (SHU) or the School of Medicine (SOM)*
   b. Be an employee of Hackensack Meridian Health (HMH) and/or a network hospital or affiliate
   c. Possess medical staff privileges at an HMH Hospital.
   d. Be a participant in a legacy SHU graduate medical education hospital program as of November 11, 2014. Currently the only legacy medical education program is at St. Francis Medical Center in Trenton.
   e. Be nominated by one of the two HMH co-Chief Academic Officers and the appropriate SOM Chair.
   f. Be any other professional who is approved in writing by both the SHU Provost (or designee**) and the HMH Chief Executive Officer (or designee**).
   *Candidates who plan to teach must pass a SHU background check
   **At the discretion of the provost and /or HMH CEO, this role may be Dean, SOM or may be delegated to the Dean, SOM

2. What are the categories of appointment?
   - **Core Faculty**: meet the criteria outlined in “1” (above).
   - **Adjunct Faculty** (two-year term): faculty with a primary appointment at another medical school, institution, or other SHU department or school, and plans to actively teach students and/or participate in research in the SOM; may be appointed at the rank equivalent to that at their home institution
   - **Visiting Faculty** (one-year term): faculty with a primary appointment at another medical school or institution who are visiting for a limited period of time to teach or participate in research at the SOM; may be appointed at the rank equivalent to that at their home institution. The initial term is specified as one year (or less) with an option to renew once.
   - **Guest Scholars** (two-year term): individuals who are invited to teach in their respective field of expertise. Guest Scholars are not awarded a specific rank but are associated with an academic department.
   - **Emeritus Faculty** (not time-limited): individuals who have a history of contributions to the SOM and have retired from their professional activities but continue to contribute to the academic milieu.

3. What are the Core Faculty ranks for appointment and what are their terms? Faculty considering an initial application for faculty appointment or promotion should review the criteria for the requested rank. The guidelines for criteria established by the SOM are available on the Office of Faculty website. Each department may have additional requirements. *It is not expected that...*
candidates demonstrate excellence in all three areas of teaching, scholarship, and service. It is expected that a candidate demonstrates excellence in one area and strengths in the others.

a. Instructor (three-year appointment). A Master’s degree or its equivalent in a discipline at the SOM or an HMH clinical facility, and evidence of potential for effective teaching either as attested by recommendations or by documented success in teaching.

b. Assistant Professor (six-year appointment). A doctoral degree or the commonly accepted terminal degree in a discipline or field from an accredited institution; M.D. or D.O. or equivalent with completion of residency or fellowship where applicable; evidence of teaching effectiveness or potential to teach effectively; evidence of scholarship (including research) or potential to conduct scholarship (including research); and evidence of meaningful service to institution, profession, and/or the community.

c. Associate Professor (six-year appointment). In addition to the credentials for Assistant Professor, six years of significant, relevant teaching experience, evidence of teaching excellence; scholarship, including scholarly peer-reviewed publications indexed in PubMed, research or other creative work in the appropriate discipline or field; and/or service to the SOM, HMH, the profession and/or the community. Peer recognition for excellence at a regional and/or national level. In exceptional cases, the Provost, upon recommendations from the Dean of the SOM, may waive teaching experience for an initial appointment at this rank.

d. Professor (six-year appointment). In addition to the credentials for Associate Professor: six additional years of significant, consistent excellence in teaching; demonstrated professional recognition of meritorious peer-reviewed publications indexed in PubMed; scholarship (including research) or other creative work in the appropriate discipline or field; service and/or leadership at the SOM, HMH, the profession, and/or the community. Promotion to this rank rests on proven ability and accomplishments, and evidence of peer recognition for excellence at a regional, national and/or international level.

4. What happens at the expiration of the term?
   a. Expiration (Termination) of Appointment: Appointments will automatically expire at the end of the term for faculty who do not apply for reappointment or promotion, or for faculty who have left the institution. The Office of Faculty will notify the Faculty Member, as well as the Primary Department Chair, of the expiration date at least 12 months prior to the end of the term.

   b. Reappointment: Assuming continuing eligibility as a Faculty Member at the SOM, there is no limit to the number of appointment renewals for the same rank (reappointments) for individuals within any rank. Reappointments are for the same term duration, except for Visiting Faculty, who are generally appointed for a one-year period, with a maximum of one appointment renewal.

   c. Eligibility for promotion: Only Core Faculty Members are eligible for promotion. Except under exceptional circumstances, a six-year minimum duration of service in rank is required prior to consideration for promotion for Instructors and Assistant Professors, and a six-year
minimum is required for Associate Professors to apply for promotion. This period of service may be fulfilled at the SOM or at any U.S. or LCME-accredited medical school or academic institution before promotion at the SOM. Candidates for promotion who have been in rank at a non-U.S. academic institution will be evaluated on an individual basis by the Chair of the Primary Department and the Chair of the Appointments and Promotions Committee (APC).

d. **Non-renewal of a Faculty Appointment:** If a Department Chair recommends to the Dean of the SOM that a Faculty Member’s appointment *will not* be renewed, the following procedure must be followed:

   i. At least four months before the expiration of the term, the Faculty Member will be notified by the Dean of appointment non-renewal. The Dean shall indicate the reasons for non-renewal in writing to the Faculty Member. These reasons will serve as the basis for the SOM’s case for non-renewal if appeal is brought by the Faculty Member.
   
   ii. Should the Dean deny renewal of the Faculty Member’s appointment, the decision of the Dean may be appealed to the Provost. The appeal must be made in writing, by letter addressed to the Dean of the SOM, within 30 calendar days of receipt of notice of nonrenewal from the Dean.
   
   iii. The right to appeal the Dean’s decision to not renew a term of appointment is limited to Core Faculty Members. A decision by the Provost not to renew the Faculty Member is final and not subject to appeal.

**B. Applications for Appointment (Initial, Reappointment or Promotion)**

1. **To Initiate an application**

   Faculty *initiate* an application for an initial faculty appointment, reappointment or promotion, by filling in the application form and uploading a current curriculum vitae (CV) prepared using the School of Medicine (SOM) format on the Office of Faculty website. Faculty initiate the application (for appointment, reappointment or promotion) on their own, but it is advisable to obtain consent from the relevant Department Chair. The Chair of their Primary Department will be notified that the application has been initiated and must approve moving the application forward. A secondary appointment may be requested as well.

2. **Preparing your CV and Bibliography**

   The SOM format for CVs can be found on the Office of Faculty website. Follow the template and headings closely. Many faculty include information about their teaching, scholarship and service activities in the CV for their initial appointment at any rank. These activities should be described in more detail in the Faculty Portfolio. The portfolio is NOT required for an initial appointment to Instructor, Assistant Professor, or Associate Professor. It is only required for promotion to Assistant Professor, Associate Professor, or Professor) (see Table 1).

3. **Interview with the Primary Department Chair**

   a. **Initial applications** (including CV) are reviewed by the Office of Faculty and forwarded to the appropriate Chair of the Primary Department for review. An interview with the Chair (or a
designee) should be arranged to discuss the candidate’s initial appointment rank and review of the CV.

b. **Reapplication**: Faculty and the Chair of their Primary Department are notified at *least 12 months* prior to the expiration of a term of appointment. *At least 8 months prior* to the end of the applicant’s term, the Faculty Member should discuss with their Department Chair (or a designee) whether reappointment at the same rank or promotion is appropriate.

c. **Promotion**: If promotion is to be considered, an interview with the Chair (or designee) should be arranged to discuss the proposed promotion, CV, and Faculty Portfolio.

4. **The Faculty Portfolio**

   a. **Why prepare a Faculty Portfolio?** The portfolio is used as “evidence” in the faculty promotions process. It will be used by the Chair during the interview and for preparation of the Chair’s letter, and ultimately by the Ad hoc committee and full APC. The candidate will not be physically present before the APC when their application is reviewed, and the Faculty Portfolio, together with the CV, letters of recommendation (LORs), Department Chair’s letter and significant peer-reviewed publications, will speak for the candidate in presenting the candidate’s case for promotion. It is not required to submit a portfolio for initial applications and reappointment to Professor. (see Table 1)

   b. **What does a Faculty Portfolio contain?** Teaching, scholarship and service are highly valued activities at the SOM for all faculty and are required areas of the portfolio. The documenting of involvement and excellence in one or more of these sections is extremely important, as they are used to determine rank and promotion. A Faculty Portfolio is a required element of most faculty appointment applications as shown in the Tables 4.e.ii, 4.e.iii, and 4.e. iv.

      An introductory narrative with supplemental charts can describe the Faculty Member’s achievements in the respective area, citing specific examples that support this narrative. The Faculty Portfolio sections should emphasize achievement from the previous term of appointment to the present time. Please review the criteria for rank for each section prior to preparation to ensure that the candidate’s Faculty Portfolio demonstrates how the candidate’s activities fulfill these criteria.

   c. **Faculty Portfolio vs. CV: How do they differ?** Remember that the CV documents *quantity* (listing titles, appointments, number of grants, publications, etc.). In contrast, the narrative and numerical data supplied in the Faculty Portfolio can provide evidence of the *quantity, quality* and *impact* of the candidate’s work (e.g., innovative programs the candidate has developed, outcomes of mentoring efforts, evaluations of teaching, etc.). Also, in contrast to the CV, the Faculty Portfolio is a non-linear document; the most recent and most significant activities should be listed first. A well-organized, well-written and concise Faculty Portfolio works in concert with the Candidate’s CV to present a complete picture of the candidate’s productivity.

   d. **When should faculty begin to assemble the Faculty Portfolio?** Ideally, begin collecting and filing documentary evidence of teaching, scholarship and service from the very first day as a Faculty Member. Items will likely have been listed in the annual review prepared for the
Chair. Assembling the Faculty Portfolio is a prospective activity; it may be difficult to find or reconstruct materials in retrospect at the time the candidate is developing their promotion packet. Many successful Faculty Members use the simple method of setting aside a file in which anything that might be useful later in documenting their activity and accomplishments as educators is in place. This file may be electronic or paper (or both) and should document evidence of teaching, scholarship and service (so it is there when you need it). As the Faculty Portfolio may be reviewed by the Chair, it should be prepared as early as possible in the process and can be modified until the deadline for completion of the appointment application.

e. **How should the Faculty Portfolio be organized?** The portfolio is an electronic document, not more than 10 pages, no smaller than 12pt Arial font, (headings can be in 14 font with 12 font for text, with one-inch margins, single-spaced, one-sided (not including title page, table of contents, and appendices), (see Template on Office of Faculty website) and includes content in each section, although this will vary considerably for individual candidates. Each section should address achievements according to the specific criteria and guidelines established for reappointments and promotions at each rank.

The portfolio must be concise. Five key examples of the candidate's best work may be included in the appendices to the Faculty Portfolio. Ideally, there should be a title page and a table of contents (not included in the number of pages) to guide the reviewer through the Faculty Portfolio. The table of contents should also include information about what is in the appendices. Tables may be used in areas with significant data, or little involvement. The approved headings for the Faculty Portfolio are the following:

i. **Section I Introduction:** A 250-word statement of the candidate’s educational philosophy, approach, or unique contribution to teaching, scholarship and/or service to the SOM and its mission. *Many Faculty Members decide to write this section last after they have assembled other sections of their portfolio.*

ii. **Section II Teaching:** Discuss achievements and contributions in teaching as suggested by the criteria for teaching by rank. A table or list may be used for documentation, as shown in the example below:

<table>
<thead>
<tr>
<th>Teaching Activity</th>
<th>Your Role</th>
<th>Learners</th>
<th>Methods</th>
<th>Hours</th>
<th>Sessions</th>
<th>Year/ dates</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st year small group leader</td>
<td>Course director</td>
<td>First yr med students</td>
<td>Small group didactics;</td>
<td>8 hrs/ week</td>
<td>25</td>
<td>2016-2018</td>
<td>Average Scores</td>
</tr>
<tr>
<td>Ethics course</td>
<td>Small group leader</td>
<td>2nd yr med students</td>
<td>Case based discussions</td>
<td>4 hrs/ week</td>
<td>10</td>
<td>2015-2016</td>
<td>Average Scores</td>
</tr>
<tr>
<td>Resident Training</td>
<td>Ward attending</td>
<td>Residents, Fellows</td>
<td>Bedside rounds</td>
<td>14 hrs/ week</td>
<td>10 weeks</td>
<td>2017-2018</td>
<td>Excellent</td>
</tr>
</tbody>
</table>
iii. **Section III Scholarship:** Discuss scholarly achievements and contributions as described in the criteria for appointments and promotions. A table or list may be used for documentation, as shown in the example below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Your role; % time</th>
<th>Funding agency/Organization</th>
<th>Funding ($)</th>
<th>Dates</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded research/Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unfunded research</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Committees</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

iv. **Section IV Service:** Discuss service achievements and contributions, which can be described in many ways, including a table, as shown in the example below:

<table>
<thead>
<tr>
<th>Service to the SOM, HMH, SHU</th>
<th>Activity</th>
<th>Role (% time)</th>
<th>Dates</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service to the Profession</td>
<td>Activity</td>
<td>Role (% time)</td>
<td>Dates</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service to the Community</td>
<td>Activity</td>
<td>Role (% time)</td>
<td>Dates</td>
<td>Outcome</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

v. **The Appendix:** This section will include copies of teaching evaluations (obtained and inserted by the Office of Faculty), up to five original publications, including peer-reviewed articles, monographs, book chapters, reviews, and abstracts that the candidate believes have had the most important impact. These, among others, will likely be listed in one of the sections described above. Additional content for inclusion requires Office of Faculty approval.

f. **What should a Faculty Portfolio contain?** Collecting a document does not mean that it should be included in the portfolio; rather, the information it contains should be summarized before being included. The more clearly and succinctly the materials are summarized and presented, the easier it will be for those making decisions about promotion to assess the quality of the candidate’s work.

Some materials might lend themselves to narrative description, while others (such as a list of teaching activities, hours, learners, etc.) are better presented in a grid format. Still other
material will look best in outline form. This is an individual decision, since not every Faculty Portfolio will be formatted in the same style.

An example of one way to present information on an activity in any given section is to present the material in a table as shown in the examples above, with a brief paragraph describing what you consider to be the most significant activity. This will make it easier for Ad hoc and Promotions Committee members to focus on the candidate’s most important work. Although the portfolio may contain data on one’s activity prior to the initial appointment, Promotion Committees are generally most interested in what has been accomplished from the time of initial appointment to the present.

Examples of content, information and data are listed below. Although these are listed on the CV, they may be represented with other content in the Faculty Portfolio.

- Names, dates, and outlines of lectures or teaching rounds the candidate has given, conferences facilitated, labs taught, number of learners, etc. One can use course outlines or syllabi to record these and to calculate the number of hours taught
- A list of evaluations of the candidate’s clinical and/or basic science teaching by students, residents, fellows, as well as Continuing Medical Education (CME) or workshop participants. Candidates should provide the Program Director’s names, so that they may be requested by the Office of Faculty and added to the Faculty Member’s Faculty Portfolio
- Names and dates and institution for all awards received
- Grants for which the candidate is the principal investigator (PI), Co-PI, or Co-Investigator to which the candidate contributes
- Descriptions of administrative responsibilities for clinical or academic programs
- Evidence demonstrating activity/leadership in regional or national programs (names and dates of conferences, workshops, etc.)
- Development of innovative clinical programs
- Descriptions of CME courses or workshops developed/taught
- Objective measures of the quality of clinical practice (provided by the candidate’s Department Chair)
- Scholarly peer-reviewed publications indexed in PubMed (H-index)
- Cases the candidate has authored or co-authored
- Course curricula or syllabi the candidate has authored or co-authored
- Websites, computer programs, surveys, or evaluation instruments the candidate uses
- Patient education materials (pamphlets, videos) the candidate has created
- A list of committees at the SOM on which the candidate has served and the dates of service
- A list of names of the learners the candidate has advised and/or mentored, collaborative projects, approximate number of hours spent with each learner
- Evidence of mentoring or precepting of learners (examples of written feedback, outcomes of mentoring, etc.)
- Letters from administrators, mentors, and/or colleagues complimenting the candidate’s work as an educator. Letters from students/trainees are not allowed, as this represents a conflict of interest
- Evidence of attendance at professional meetings related to teaching, faculty development workshops, etc. (Collecting and storing the programs and materials from these conferences in one place makes it easier to locate them later)
- Anything of educational and/or research value that the candidate has developed or for which the candidate has primary responsibility

g. How should the finished portfolio look? Since the CV and Faculty Portfolio must complement each other as part of the overall promotions packet, it is best to use the same font for both documents. Be sure to use only 12pt Arial font, with one-inch margins, single-spaced, and printed on only one side of the page with a total of 10 pages (not including title page, table of contents, and appendices). Also, be sure to proofread, use spell-check, number the pages, and avoid using abbreviations that will be unfamiliar to some reviewers. Subheadings, and sufficient space between entries will help Promotions Committee members read your materials more easily. The Office of Faculty periodically sponsors workshops designed to help faculty prepare their CV and Faculty Portfolio.

5. The Chair’s letter: The Primary Department Chair (or a designee) will be asked to write a letter of recommendation to the APC and Dean endorsing the promotion. These letters are highly detailed and should make a strong case for promotion by reviewing the Faculty Member’s career path and impact both inside and/or outside the institution. The Chair must submit this letter of recommendation online for completion of the applicant’s packet.

6. Letters of Reference (LORs)
   a. Requests for LORs: All LORs are requested by the Office of Faculty sent under a cover letter from the Dean of the SOM. LOR writers will be provided with the candidate’s CV as well as the SOM criteria for appointments and promotion, so they are able to evaluate the candidate according to the SOM’s standards.
   b. Referee contact information: The candidate will be asked to provide contact information (name, rank, institution, department, address, email address and contact telephone number) for referees on the formal appointment and promotion application. For extramural LORs, the candidate should provide a ranked list with twice the required number of referees (e.g., 6 referees for 3 required extramural LORs). (see Table 1)
   c. Who should be selected to write a LOR? These letters should be from individuals most familiar with your activities in teaching, scholarship and service. It is suggested, but not required, that two or more be authored by an individual with recognized expertise in your discipline or specialty, and at the equivalent rank you are applying for promotion to (or higher). The candidate may feel that someone outside of medicine is better suited to write a
letter for example a former student or boss from prior employment. It is suggested that all referee selections be discussed with the Department Chair (or designee) prior to submission.

d. How many LORs are required? See Table 1.

i. For initial applications, three extramural LORs from individuals outside the School of Medicine (SOM), Hackensack Meridian Health (HMH) or Seton Hall University (SHU) are required. We would like you to provide six and the Office of Faculty will use the first three that come to our office.

ii. For promotions, two extramural LORs are required for Instructor to Assistant Professor, three extramural LORs are required for Assistant to Associate Professor, and four extramural LORs are required for Associate Professor to Full Professor. In addition, three letters from individuals inside (intramural) the institution (SOM, HMH, affiliates) are required for all applicants.

iii. For initial and promotion applications, receipt of the LORs before the APC deadline is necessary to complete an application packet.

iv. The Ad hoc and APC retain the right to request additional LORs, if needed, from individuals that they identify.

7. Document Requirements for Core Faculty Applications – the “Application Packet”

Candidates applying for appointments other than Core Faculty should consult the Office of Faculty website. (see Table 1)

Table 1. Documents Required for Core Faculty Applications

<table>
<thead>
<tr>
<th>Application type</th>
<th>Rank</th>
<th>CV</th>
<th>Faculty Portfolio</th>
<th>Chair’s letter</th>
<th>Letters of Reference (LORs)</th>
<th>Extramural (other)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Intramural (SOM, HMH, SHU) (# required)</td>
<td>Extramural (other) (# required)</td>
</tr>
<tr>
<td>Initial, for</td>
<td>Instructor</td>
<td>√</td>
<td></td>
<td>√</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant</td>
<td>√</td>
<td></td>
<td>√</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Associate</td>
<td>√</td>
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<td>√</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professor</td>
<td>√</td>
<td></td>
<td>√</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Reappointment, to</td>
<td>Instructor</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Assistant</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
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<td>√</td>
<td>√</td>
<td>√</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Promotion, from</td>
<td>Instructor</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant</td>
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<td></td>
<td>Associate</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>3</td>
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</tr>
</tbody>
</table>

C. The Appointment and Promotions Process
1. **Review for Completeness:** The Office of Faculty requests LORs, reviews the promotion packet for completeness and alerts the candidate and Chair when all of the LORs, the Chair's letter, the Faculty Member's CV and Faculty Portfolio (if required) are received, and the application packet is complete and ready to be assigned to an Ad hoc committee. No further changes to the application are allowed at this point.

2. **Chair APC review**
   a. Completed application packets are reviewed by the Chair of the SOM APC.
   b. Applications for Instructor or Assistant Professor are presented by the APC Chair to the APC Committee for a review and vote for appointment at the next APC meeting. Applicants may be approved by a simple majority vote by the APC as long as a quorum is established at the time of the vote, with the Chair voting in the circumstance of a tie.
   c. Applications for senior ranks (Associate or Professor) will be reviewed by the Chair of the APC and assigned to an Ad hoc committee for review, rank recommendation and presentation to the APC for a vote. Applicants may be approved by a simple majority (half plus one). A simple majority, with quorum (defined as at least 8 voting members out of 15) at the time of the vote, is required to recommend promotion.

3. **Ad hoc Committee review:**
   a. **Who serves on the Ad hoc committee?** Each Ad hoc committee consists of two senior Faculty Members – one who is a member of the Appointments and Promotions Committee (APC) and one who is not a member of the APC (at large member). The Ad hoc committee members cannot be members of same Primary Department as that of the candidate and must be at the same or higher rank. Individuals serving on an Ad hoc committee are selected by the Chair of the APC and may be drawn from current faculty at the SOM.
   b. **Ad hoc committee review:** The completed application is distributed to the Ad hoc committee. They determine if there is sufficient information to assess the candidate for promotion. If not, the Ad hoc committee may request additional information through the Office of Faculty. They may request additional LORs from senior leaders in the candidate’s field who may not have been identified by the candidate initially to assess the candidate’s qualifications. These requests are made by the Office of Faculty, so that the identity and deliberations of the candidate’s Ad hoc committee are kept confidential. The Office of Faculty may also contact the candidate to add to, or clarify, their Faculty Portfolio.
   c. **Ad hoc committee recommendation:** The Ad hoc committee is given 6 weeks to write an evaluation and recommendation (one page or less) regarding the candidate’s appropriateness for promotion at the suggested rank. Either member of the Ad hoc committee will present the information at a subsequent APC meeting.

4. **Review by the full APC:** The candidate is presented to the full APC by a member of the Ad hoc committee. APC members of the Faculty Member’s department or who have any other conflict of interest are excused from the room during discussion and voting. After discussion, the committee votes to recommend or decline to endorse the appointment or promotion. All deliberations are
confidential and any member of the APC with a conflict of interest must leave the room before the discussion and not return until after a vote is taken. A simple majority, with quorum of at least 8 voting members at the time of the vote, is required to recommend promotion. The Chair of the APC may vote in the circumstance of a tie. The Department Chair is informed of the recommendation regarding the Faculty Member’s application for promotion by the Chair of the APC.

5. The APC appointment and rank recommendation:
   a. The Dean and the Provost review applications recommended by the APC for appointment, reappointment, promotion, or appeal.
   b. If initial appointment, reappointment or promotion is approved, the candidate will receive a letter from the Dean informing the candidate of the
   c. The Chair is informed of the APC’s recommendation regarding initial, reappointment or promotion, and rank. Denial of an application for initial, reappointment or promotion can be appealed. If a promotion is denied by the APC, the Chair and Faculty Member can consider an appeal to the APC and ultimately, to the Dean.

6. Appeal of the APC decision:
   a. Who makes the appeal? If the appointment, reappointment or promotion is denied by the APC, the Faculty Member should discuss with their Department Chair whether to appeal this recommendation. If the Department Chair and candidate believe that the APC’s recommendation is not justified, a request for an appeal may be made (described below). If the Department Chair does not believe an appeal of the APC recommendation should be pursued, the Faculty Member has the option of pursuing an appeal with support from the Chair of the APC.
   b. What is the basis for the initial recommendation and appeal? The Primary Department Chair will receive specific feedback from the Chair of the APC regarding the issues involved in the APC’s recommendation. The issues often cited include:
      i. Was the proposed rank appropriate? Were the regional, national or international reputations documented sufficiently?
      ii. Does the candidate have any accomplishments, teaching responsibilities, scholarly contributions, and/or service activities that were not documented in the CV or Faculty Portfolio?
      iii. Were appropriate referees chosen?
      iv. Should any materials be revised or added?
      v. Was evidence of independent scholarship presented?
      vi. Was promotion proposed too soon?
      vii. What else might the candidate need to do in the upcoming year or two to increase the likelihood of being promoted?
   c. Appeals Process: An appeal application must be submitted to the Office of Faculty within two months of the APC recommendation. This application must include a statement from their Department Chair (or the APC Chair) as to why the decision is made and should be
accompanied by materials and data to substantiate the appeal. The Department Chair (or designee) must appear before the APC and present the appeal to the APC and be excused from the room for the vote. Promotion for an appealed application will be recommended by the APC with a simple majority vote of the membership (assuming quorum). If the application for promotion is denied a second time, it cannot be appealed again to the APC.

d. **Appeal to the Dean**: If an application for promotion is denied by the Dean after the promotion was initially supported by the APC, the decision of the Dean is appealable to the Provost.

7. **Reapplication for Promotion**: A candidate whose promotion is not approved must wait at least until the next academic year cycle to resubmit a promotions packet. The department committee and Chair must approve this resubmission. For candidates for the Associate Professor and Full Professor ranks whose promotion was not supported by the APC, it is essential that a reassessment of the Faculty Member’s qualifications and adequacy of the promotions packet occur before resubmission during the next academic year. In most cases, it is advisable to wait two years before reconsideration to allow sufficient time for accumulating contributions, such as publications, grants or teaching, that were assessed to be lacking in the first submission. This reassessment could be done by the Chair of the department or by the department promotions committee.

8. **Secondary Appointments**
   
a. Ordinarily appointments are to a single department. Faculty who request a secondary appointment must designate which one is the Primary appointment. The request must be made through the website for the Office of Faculty. The application will then be forwarded to the Chair of the Secondary Department for approval, at the same rank as the Primary Department.

b. Approval by the Chair will be communicated to the Office of Faculty. It will then require approval by the Dean of the SOM and the Provost.