

SAINT LOUIS UNIVERSITY  
SCHOOL OF MEDICINE

# GUIDELINES FOR APPOINTMENT AND PROMOTION FOR NON-TENURE TRACK SCHOOL OF MEDICINE CLINICAL FACULTY

THIS GUIDE AND ALL SUPPORTING DOCUMENTS ARE AVAILABLE ON THE FOLLOWING WEB SITE:  
[HTTPS://SITES.GOOGLE.COM/A/SLUEDU/FACULTY-APPOINTMENTS-PROMOTIONS-FORMS-INSTRUCTIONS-SLUSOM/](https://sites.google.com/a/sluedu/faculty-appointments-promotions-forms-instructions-slusom/)

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## I. Introduction

These guidelines for appointment and promotion apply to faculty employed by hospital partners and government entities, including but not limited to SSM Health Care Group d/b/a SLUCare Physician Group, SIHF Healthcare, VA St. Louis Health Care, and the Air Force. The guide applies to faculty appointed to the non-tenure track, as described in the School of Medicine Clinical Faculty Manual. Tenure-track clinical faculty will follow the School of Medicine Guidelines for Faculty Appointments and Promotions.

Faculty are expected to contribute to the academic mission of the School of Medicine through clinical, educational and scholarly excellence. Faculty members who demonstrate excellence in clinical academic patient care and healthcare processes contribute to the overall academic mission of the School of Medicine. Contributions to the educational mission include direct teaching activities, educational leadership and mentoring of students and trainees of the academic medical center. Contributions to the academic mission include scholarly activities related to research, clinical care processes, and/or processes involved in education.

The non-tenure track clinical faculty includes full-time or part-time faculty who advance in rank primarily through providing impactful contributions to clinical services, education of learners and/or the scientific enquiry activities of the School of Medicine.

Adjunct faculty are appointed on a temporary, as needed, basis and provide support for the clinical services, for the education of students, and/or the research goals as required.

The initial appointment of Clinical Faculty and Adjunct Faculty is determined by time and achievements in training or in rank at Saint Louis University or at other institutions. Faculty rank is usually determined by demonstrated academic achievements over specific time intervals. However, consideration can be given to the experience gained from other forms of employment (for example, working in clinical settings with no academic affiliation, working in pharmaceutical companies). Appointments may be at the rank of Instructor, Assistant Professor, Associate Professor, and Professor.

## II. Process

### II.A. APPOINTMENTS

Initial appointments to the faculty occur throughout the academic year. Required documents are forwarded to the Office of Faculty Affairs and Professional Development (OFAPD) in the School of Medicine (SOM) by the Department Chair. These documents are compiled into a dossier that includes:

Recommendation for Faculty Appointment Form

Curriculum Vitae in the approved School of Medicine format

- *Instructor or Assistant Professor* – No letters required.
- *Associate Professor or Professor* - Three letters of evaluation provided by faculty members outside of Saint Louis University. Letters of evaluation must be from academic faculty at the requested rank or higher.

The dossier is reviewed by the School of Medicine Appointment, Promotion and Tenure Committee. The Committee submits a written report to the Dean of the School of Medicine.

Non-tenure-track clinical faculty appointments are approved by the Dean of the School of Medicine.

## II.B. PROMOTIONS

Each year, the OFAPD notifies faculty who have met the requirements for time-in-service at rank as outlined in the *School of Medicine Clinical Faculty Manual*.

Faculty requesting to be considered for promotion must submit documents of academic progress (Curriculum Vitae in the approved School of Medicine format, Application Letter, and "Promotion and/or Tenure Evaluator Request Form") by the deadlines established annually by the OFAPD. Names and contact information for department colleague (2) and external reviewer (3) letter writers are provided by the faculty member and approved by the Department Chair. The OFAPD sends out requests for letters of evaluation.

Dossiers submitted for review and recommendation are complete with the following documents

- Candidate's statement/application letter
- Candidate's Curriculum Vitae using the School of Medicine-approved format
- 2 Recommendation letters of colleagues from the candidate's department who are at the requested rank or higher
- 3 Recommendation/evaluation letters from reviewers outside the candidate's department as required for rank, detailed below

Each applicant's complete dossier is reviewed by the Department Promotion and Tenure Committee, by the Department Chair, by the School of Medicine Appointment, Promotion and Tenure Committee, and by the Dean of the School of Medicine. Note that a recommendation against the promotion at any stage of the process does not lead to the termination of the application – dossiers are reviewed by the departmental and School of Medicine Committees, the Department Chair and by the Dean irrespective of the previous recommendations.

Each department uses an internal Promotion and Tenure Committee to review the credentials of faculty being considered for promotion. The Department Committee must consist of senior faculty. For small departments without adequate numbers of senior faculty, joint departmental committees may be established to consider promotion recommendations. Department chairs may attend the departmental promotion and tenure committee meetings for information only, they should not participate in the discussion or recommendation process.

After review, the Department Committee sends letters of recommendation to the OFAPD. The OFAPD adds the Department Committee recommendation to the dossier and forwards it to the Department Chair copying his or her administrative assistant. The Department Chair will prepare a cover form and letter of recommendation and will submit it to the OFAPD for addition to the dossier.

Completed dossiers are then reviewed by the School of Medicine Appointment, Promotion and Tenure Committee. The Committee submits written and oral reports to the Dean of the School of Medicine. The Dean reviews applications and makes a final decision for advancement. To preserve the confidential nature of the advancement process, and to ensure complete and consistent communication, information about the proceedings and recommendations are not shared either during the process or after the process by any person involved in the process other than the Dean. The applicant may appeal a denial in writing to the President of the University, within two weeks of the date of the Dean's

notification, whose decision is final and not subject to further appeal. Once approved, advancement in rank becomes effective on July 1 of the subsequent academic year.

### **III. Specific Criteria**

The non-tenure clinical track is intended for full-time or part-time faculty who contribute to the academic mission of the School of Medicine. Faculty advance in rank through providing impactful contributions to clinical services, education of learners or the scientific inquiry enterprise. Promotion requires evidence of continued excellence in their academic role, and demonstration of regional or national reputation. In the absence of sufficient criteria for promotion, non-tenure-track faculty may remain in rank indefinitely.

In reviewing the criteria for promotion, applicants should recognize that promotion decisions involve professional judgments about the overall merit of an individual's achievements.

#### **III. A. CLINICAL FACULTY**

Clinical faculty must maintain proficiency in clinical care throughout their career. To advance beyond the instructor rank, faculty must have board certification (if applicable), board eligibility in the relevant specialty, or have completed professional training with a terminal degree in a field commensurate with assigned duties.

#### **III.B. APPOINTMENT TO INSTRUCTOR**

Applicants must hold a degree as a Doctor of Medicine or equivalent, Doctor of Philosophy, or a graduate degree in a discipline related to medicine or healthcare.

#### **III.C. APPOINTMENT OR PROMOTION TO ASSISTANT PROFESSOR**

The required criteria for an instructor must be met.

Board certification in the relevant specialty (if applicable) is required. In the absence of board certification, an additional year as Chief Resident, a minimum of three peer-reviewed publications, satisfactory completion of post-residency subspecialty fellowship training, or professional training with a terminal degree commensurate with assigned duties can be considered at this level.

Clinical faculty are expected to have demonstrated abilities in patient care and educating learners through completion of teaching courses, experience in providing organized lectures or teaching learners in a clinical setting.

#### **III.D. APPOINTMENT OR PROMOTION TO ASSOCIATE PROFESSOR**

Appointment or promotion to Associate Professor presupposes the qualifications for the rank of Assistant Professor, and evidence of continued and increasing effectiveness in academic efforts at rank. Promotion to Associate Professor requires reputation as evidenced by dissemination of academic activities regionally or locally. The required criteria for an Assistant Professor must be met in addition to the following achieved while in rank:

- Faculty are expected to complete five years at the rank of Assistant Professor before applying for promotion.
- Evidence of excellence in clinical patient care, which may consist of:
  - Awards, regional consultation and referral patterns
  - Development of novel enduring patient care devices or methods

- Administrative leadership of clinical units or programs.
  - Professional honors for activities involving clinical service.
- Demonstrated excellence in education and mentoring, which may consist of:
  - Teaching awards received while in rank.
  - Development of curricula and/or enhancement of teaching programs.
  - Teaching in the medical school curriculum during pre-clerkship years
  - Teaching in a clinical educational program of the School of Medicine
  - Serving as a learning community faculty
  - Evidence of mentoring of students and residents by supporting their abstract preparation, submission, and presentation at regional and national meetings.
  - Evidence of success in mentoring students, residents and junior faculty supporting their career development.
  - Fellowship, Residency, Clerkship or Course Director.
- Evidence of scholarly activity, which may consist of:
  - Peer-reviewed articles on education, clinical practice, quality improvement, or research approaches with a priority for first or senior authorship.
  - Book chapters, textbooks, or workbooks
  - Contributions to clinical trials
  - Preparation of board review questions or new teaching technologies
  - Evidence-based consultations (community, states, or national venues)
  - Presentations at meetings/conferences local, regional, or national levels).
  - Invited workshops and symposia
  - Teaching CME courses at regional or national meetings
  - Abstract review and judging for national meetings
- Evidence of service and citizenship, which may consist of:
  - Membership of school, hospital or institutional committees
  - Administrative leadership within the department, hospital, school or university
  - Administrative leadership within professional societies
  - Journal article review, grant study sections or editorial board service
  - Leadership in Ignatian Mission in Medicine initiatives
- **For Appointment:** Three letters of evaluation provided from academic faculty at the requested rank or higher, who speak to the applicant's regional/national reputation and endorse the quality and quantity of the applicant's contributions to clinical services and/or research and education.
- **For Promotion:** Three letters from academic faculty at the requested rank or higher outside of the candidate's department (with at least one being external to Saint Louis University) who speak to whether the applicant's dossier fulfills the SLU criteria for promotion.

### III.E. APPOINTMENT OR PROMOTION TO PROFESSOR

Appointment or promotion to Professor presupposes the qualifications for the rank of Associate Professor, and evidence of outstanding abilities in clinical service, teaching, scholarly activities, and service to the Institution. Promotion to the rank of Professor is based on a more extensive level of service to the academic mission of Saint Louis University (clinical service, scholarly activity and/or teaching) than for an Associate Professor. Promotion to Professor requires

reputation as evidenced by dissemination of academic activities nationally or internationally. The required criteria for an Associate Professor must be met in addition to the following achieved while in rank:

- Faculty are expected to complete five years at the rank of Associate Professor before applying for promotion.
- Evidence of continued and increasing excellence in clinical patient care, which may consist of:
  - Awards, national consultation and referral patterns
  - Development of novel enduring patient care devices or methods
  - Administrative leadership of clinical units or programs.
  - Professional honors for activities involving clinical service
  - Development of clinical guidelines used by hospitals, offices, or clinics
  - Leadership of safety and/or quality improvement initiatives.
- Demonstrated continued and increasing excellence in education, which may consist of:
  - Teaching awards received while in rank.
  - Development of curricula and/or enhancement of teaching programs.
  - Teaching in the medical school curriculum during pre-clerkship years.
  - Extensive teaching in a clinical educational program of the School of Medicine.
  - Serving as a Learning Community faculty
  - Evidence of mentoring students and residents by supporting and co-authoring their abstract preparation, submission, and presentation at regional and national meetings.
  - Fellowship, Residency, Clerkship or Course Director.
- Evidence of continued and increasing scholarly activity which may consist of:
  - Peer-reviewed articles on education, clinical practice, quality improvement, or research approaches with first or senior authorship.
  - Book chapters, textbooks, or workbooks
  - Contributions to clinical trials
  - Preparation of board review questions or new teaching technologies
  - Evidence-based consultations (community, states, or national venues)
  - Presentations at meetings/conferences local, regional, or national levels).
  - Invited workshops at regional or national meetings
  - CME courses at regional or national meetings
  - Abstract review and judging at national meetings.
- Evidence of continued and increasing service and citizenship, which may consist of:
  - Leadership of school, hospital or institutional committees
  - Administrative leadership and active participation within the department, hospital, school or university
  - Administrative leadership and active participation within professional organizations
  - Leadership in Ignatian Mission in Medicine initiatives
  - Development and leadership of community service projects designed to improve the health of the community.

- **For Appointment:** Three letters of evaluation provided from Professors who speak to the applicant's regional/national reputation and endorse the quality and quantity of the applicant's contributions to clinical services and/or research and education.
- **For Promotion:** Three letters from Professors outside of the candidate's department (at least two should be external to Saint Louis University) who speak to whether the applicant's dossier fulfills the SLU criteria for promotion and/or tenure.

## IV. Adjunct Faculty

Adjunct faculty members are individuals who provide clinical services, support educational activities, or engage in research, usually on a part-time and irregular basis. Adjunct faculty are not eligible for tenure. Adjunct faculty status is assigned for faculty in one of the following circumstances:

- Faculty who are employed intermittently to provide specialty care, support research efforts, or teach courses on a per hour or per session basis, or
- Faculty who volunteer their services to support research efforts, serve on committees or task forces, or tutor students or trainees in their clinical practice

New appointments to the rank of Adjunct Associate Professor or Adjunct Professor must be submitted for SOM Appointment, Promotion and Tenure Committee review. Letters of evaluation for adjunct faculty are required only when requesting promotion in rank.

### IV.A. ADJUNCT INSTRUCTOR

- Applicant must hold a degree as a Doctor of Medicine or its equivalent, Doctor of Philosophy, or a graduate degree in a discipline related to medicine or healthcare.
- Demonstrated ability to contribute to a teaching program.
- Demonstrated ability to provide clinical service or in laboratory/clinical research.

### IV.B. ADJUNCT ASSISTANT PROFESSOR

For an appointment or promotion, the criteria required for Adjunct Instructor (IV.A.) must be met in addition to the following.

- Board certification in the relevant specialty (if applicable) or a minimum of three peer-reviewed publications.
- Commitment to teaching, community service and/or research collaboration.

### IV.C. ADJUNCT ASSOCIATE PROFESSOR

Promotion to the rank of Adjunct Associate Professor should be based on a more extensive level of service to the academic mission of Saint Louis University (clinical service or teaching) than for an Adjunct Assistant Professor and should not be based exclusively on duration of service. In most cases, the rank of Adjunct Assistant Professor has been held for seven years.

For an appointment or promotion criteria required for Adjunct Assistant Professor (IV.B) must be met in addition to the following:

- Board certification in the relevant specialty.

- Documentation for sustained and substantial contributions to departmental educational activities.
- Membership and participation in scientific organizations.

Usually, two or more of the following criteria are also required:

- Teaching awards received while in rank.
- Local or regional reputation in field.
- Evidence of scholarly activity, such as publications, presentations at meetings, contributions to clinical trials, teaching CME courses, workshops and symposia
- Membership on a committee of the department, institution, medical specialty, or a professional society.
- Participation in community or voluntary health organizations.

Three letters of evaluation from academic faculty at the requested rank or higher who endorse the quality and quantity of the applicant's contributions to clinical services, education and/or research. (Letters of evaluation are required only when requesting promotion in rank.)

#### IV.D. ADJUNCT PROFESSOR

Promotion to the rank of Adjunct Professor should be based on a more extensive level of service to the academic mission of Saint Louis University (clinical service and/or teaching) than for an Adjunct Associate Professor and should not be based exclusively on duration of service. In most cases the rank of Adjunct Associate Professor has been held for seven years.

For an appointment or promotion, the required criteria for Adjunct Associate Professor (IV.C.) must be met in addition to the following:

- Board certification in the relevant specialty.
- Documentation for continued excellence in teaching or mentorship.
- Membership and participation in professional organizations.

Usually, three or more of the following criteria are also required:

- Achievements as clinicians and/or educators have brought distinction to their practice, hospital, or medical school.
- Professional honors for activities involving clinical service.
- Teaching awards have been received while in rank.
- Ongoing scholarly works, such as publications, presentations at meetings, contributions to clinical trials, teaching CME courses, workshops and symposia
- Leadership on a committee of a medical specialty, or a professional society.
- Administrative leadership within the department, institution, or community.
- Participation in community or voluntary health organizations.

Three letters of evaluation provided from academic faculty at the requested rank or higher that endorse the quality and quantity of the applicant's contributions to clinical services and/or research and education. (Letters of evaluation are required only when requesting promotion in rank.)

## V. Emeritus Faculty

Except in extraordinary circumstances, a faculty member must have served the University full-time for at least ten years prior to his/her retirement to qualify for emeritus/a consideration. Emeritus/a status is limited to those persons who have distinguished themselves while on the faculty and plan to remain professionally active following retirement.

A request for emeritus/a faculty status is initiated by the faculty member, who submits a Curriculum Vitae and a letter to the Department Chair requesting emeritus/a status, providing a rationale for its being awarded and intended continued Saint Louis University service.

Recommendations for awarding emeritus/a faculty status are made by the candidate's Chair, the School of Medicine Appointment and Promotion Committee and the Dean.

Recommendations are transmitted to the Provost, who determines whether emeritus/a status will be awarded.

## VI. Secondary and Joint Appointments

A faculty member who possesses the skills and competencies to justify an appointment in another academic unit or program may apply for a secondary or a joint appointment upon recommendation of the Department Chair of the primary academic unit. Secondary and joint appointments are governed by the rules specified in the *Faculty Manual*.

Applications for joint appointments follow the same procedures as full-time faculty appointments. All joint appointments must be reviewed by both departments during the annual faculty review process. Termination of joint appointments must follow the procedure outlined in the *Faculty Manual*.

### VI.A. SECONDARY APPOINTMENTS

Request for approval of a secondary appointment is forwarded to the Office of Faculty Affairs and Professional Development by the Chair of the secondary department, along with a letter of support from the Chair of the primary department. In the case of a faculty member from another school, a letter of support from the primary school Dean must also be included.

- Applicant should have compelling reason and substantive ongoing work in the secondary department to seek such appointment.
- Applicants must have scholarly qualifications and credentials commensurate with the respective rank.

All secondary appointments must be reviewed by the Chair of the secondary department on a three-year basis for consideration for continued appointment. The resulting recommendation should be communicated to the faculty member and the Chair of the primary department.

The secondary department appointment is not associated with a rank.