

**CLINICAL FACULTY POSITION PAPER ON PROMOTION AND TENURE
USC SCHOOL OF MEDICINE**

I. Preamble

The University of South Carolina School of Medicine is a university-based, community-oriented school whose mission includes the training of physicians in order to improve the quality of health care delivery to the people of South Carolina. Faculty members in the clinical departments were recruited from private practice and from undergraduate and/or graduate medical educational programs to teach clinical skills to medical students.

At this stage of development, demands on faculty in clinical departments may include time-consuming responsibilities for patient care, resident training, clinical teaching of students, and administrative tasks. In primary care training, clinical teaching and clinical supervision constitute major faculty activities of salient importance. To assure quality practice as a basis for clinical teaching and role modeling, superior clinical competence must be maintained by clinical faculty members engaged in patient care.

In evaluating faculty members in the School of Medicine, the tenure/promotion criteria of excellence in teaching, scholarship/research, and service should be reviewed as a means of ensuring that faculty members are well rounded; that the researcher can teach, that the clinician does more than merely see patients, and that all faculty members take part in professional and community service. Since all three activities are significant and necessary for the academic health of the school, they should be considered in promotion and tenure decisions. A balance between them should be sought within individuals and within departments.

The following proposal attempts to provide a structure for achieving this balance in evaluating faculty members in clinical departments who apply for promotion and/or tenure. Evaluation of performance should be based primarily upon qualitative estimates of activities relevant to the candidate's work not merely on numerical counts. It is essential that candidates provide evidence of significance and quality rather than relying merely on quantitative measures as evidence of their achievements.

APPROVED by the USC Tenure and Promotion Committee
September 16, 1982

II. Procedures

All procedures shall be in conformity with the University-wide timetable for tenure and promotion considerations.

1. Each faculty member below the rank of professor and each non-tenured faculty member shall receive written notification at least thirty (30) days in advance of the deadline for submitting current vita material for promotion and/or tenure consideration. The chairman of the Tenure and Promotion Committee is responsible for sending these notices, with a copy to the Dean's Office, to the departmental chairman, who will be responsible for notification of the individual faculty members under consideration.
2. All faculty below the rank of tenured full professor will be considered for promotion and/or tenure. Any faculty member who does not wish to be considered in any given year must notify the department chairman in writing by the stated deadline. Those faculty in the penultimate year do not have the option of not being considered. The faculty member desiring consideration must submit an updated vita and file to his or her department chairman by the University deadline. The department chairman will forward the information, along with his personal recommendations, to the chairman of the Tenure and Promotions Committee.
3. Following the deadline for submission of updated personnel information, the Tenure and Promotion Committee of the School of Medicine shall meet and make its recommendations. Promotion and tenure must be considered separately, but the two may be recommended at the same time. All voting shall be by secret ballot. Votes shall be recorded as favorable, unfavorable, or abstain. Written justification of all votes is mandatory. Decisions shall be by majority vote of all members, and abstentions shall constitute no vote. In the matter of tenure, decisions shall be by all tenured faculty of equal or higher rank, and in the matter of promotion, decisions shall be by those of higher rank. The chairman of the Committee on Tenure and Promotion shall forward all recommendations to the Dean with supporting material.
4. The Dean shall forward the full dossier of all faculty members recommended favorably by the School Committee and also the full dossier of all faculty who choose to appeal the School Committee's recommendations within the prescribed time limit of five (5) working days. The Dean will forward these complete folders, along with his recommendations, to the Provost. The Dean shall also forward a list of all faculty who chose not to be considered and of all faculty members under consideration who were not recommended favorably by the School Committee and who did not appeal this recommendation. Failure to recommend favorably at a particular time is without prejudice with respect to future considerations.

5. Additions to the file initiated by the candidate or faculty after the unit vote has occurred are limited to the following:
 - a. Candidates may add to the list of published articles those titles which were shown as submitted or in process when the file was prepared.
 - b. Letters submitted directly to the Dean (Section VII) or as part of an appeal (Section VIII) may be entered in the designated section(s) of the Tenure and Promotion file.
6. It is the responsibility of the Chairman, Tenure and Promotion Committee to notify faculty members under consideration of the favorable or unfavorable recommendation by the School Committee on Tenure and Promotion. A faculty member dissatisfied with a negative decision by the School Committee shall be permitted to appeal the School Committee's recommendation by notifying the Chairman, Tenure and Promotion Committee, of his intention to file an appeal within the five-day limit. The file, including the contrary recommendation of the School Committee, will then be forwarded to the Dean for further consideration.
7. Appeals to the University Grievance Committee are permissible after the full cycle of regular consideration by the School, the University Committee, the President, and the Board of Trustees has been completed.

III. Criteria for Promotion and Tenure for Clinical Faculty--School of Medicine

A. Eligibility Criteria

1. Earned doctoral degree.
2. Full time faculty appointment within a clinical department of the School of Medicine.
3. For physicians (M.D.s), board certification or equivalent experience base. Where clinical practice constitutes a significant part of a candidate's professional activity, its application within a medical school can be considered as an adjunct and contributing factor toward meeting the criteria set out below...
4. Criteria will comply with policies and procedures of the University of South Carolina and the School of Medicine applicable at the time of appointment or as amended. If revisions occur, a candidate may elect to have either the initial or amended rules apply.
5. The general performance areas of teaching, scholarship/research and service comprise the basis for evaluation for tenure and promotion. The quantitative guide is offered as a means to estimate proficiency both qualitatively and as measured by diversity of performance. It is not a substitute for critical judgment by evaluating faculty.

B. Promotion Criteria

Evidence of balanced and progressively effective performance is required for advancement through faculty ranks. Members of the unit Tenure and Promotion Committee will be guided by the following criteria in making their recommendations.

1. To Assistant Professor: Accrual of a minimum of three points distributed at the election of the candidate combined with promise of further academic development.
2. To Associate Professor: Accrual of a minimum of four points with evidence of academic development.
3. To Professor: Accrual of a minimum of five points with evidence of academic development plus positive recognition and reputation in his/her field.

Performance Categories Levels*	Teaching	Scholarship/ Research	Service
Unsatisfactory	-1	-1	-1
Minimally Acceptable	0	0	0
Satisfactory	1	1	1
Accomplished	2	2	2
Superior	3	3	3

*As compared with peers in comparable rank at U.S. medical educational institutions.

C. Tenure Criteria

Tenure criteria repeat the performance requirements for each rank. In addition, they complement those standards by addressing the issue of the anticipated appropriateness of the candidate as a long-term member of and constructive contributor to the University community.

1. For Assistant Professor: Promise of academic and professional development.
2. For Associate Professor: Candidate must possess maturity of judgment, personal and professional integrity, and a professed and documented ability to work toward the academic and clinical goals of the School of Medicine. The candidate must show highly motivated productivity, potential for leadership and commitment to institutional and professional goals.
3. For Professor: The candidate's performance must demonstrate maturity of judgment, personal and professional integrity, and a professed and documented ability to work toward the academic and clinical goals of the School of Medicine. The candidate must show evidence of commitment to institutional and professional goals, leadership skills, administrative abilities and continued productivity.

IV. Appendix. Suggested Sources for Documentation of Performance

A. Teaching. Contribution to

1. Curriculum development

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

2. Undergraduate, graduate, and continuing medical education

- a. Classroom lecture - course number, number of contact hours, number of students
- b. Case conference - frequency, number and type of participants, topic area
- c. Clinical teaching and supervision - frequency, number of students, type of activity
- d. Course coordination - course number, number of contact hours, number of students

3. Participation in training and educational curricula of affiliated hospitals of the School of Medicine and other schools and departments of USC.

- a. Programs of affiliated and cooperative hospitals
- b. Other departments and schools of USC

4. Evidence of teaching quality

- a. Peer evaluations
- b. Student evaluations
- c. Student performance on objective tests (e.g., National Board Exams)
- d. Evaluation by department chairman

5. Development of teaching methods or aids

- a. Computer simulation
- b. Audio-visual presentations
- c. Medical illustrations
- d. Handouts
- e. Models (anatomical, biochemical, etc.)
- f. Other (weekend symposium, etc.)

B. Service

1. To Students

- a. Faculty advisor
- b. Student counseling
- c. Advisor to student organizations
- d. Membership on student-faculty committees

2. To the Department

- a. Course coordination
- b. Committees and subcommittees (e.g., honors, practice plan, curriculum development, etc.)
- c. Administrative responsibilities

3. To the School of Medicine

- a. Regular committees and subcommittees (e.g., admissions, library, curriculum, etc.)
- b. Ad-hoc committees (e.g., promotion and tenure criteria development, etc.)
- c. Administrative responsibilities

4. To affiliated hospitals

- a. Committees and subcommittees (e.g., quality assurance, medical staff, etc.)
- b. Administration

5. To the University

- a. Committees and subcommittees
- b. Faculty Senate
- c. Task forces
- d. Administrative responsibilities

6. To the Profession

- a. Presentations at professional meetings
- b. Development of symposia, professional meetings, etc.
- c. Chairperson at professional meetings
- d. Professional society officer
- e. Service on ethics boards, boards of examiners
- f. Editorial board membership
- g. Professional society memberships and activities
- h. Research and grant review panels
- i. Membership on accreditation committees
- j. Development of grants

7. To the Community

a. Professional Services

- i. Program development (e.g., programs for specific reference groups, such as the handicapped, etc.), patient education
- ii. Support and assistance to existent community groups (e.g., for burn victims, the blind, epileptics, etc.)
- iii. Advisor to federal, state, and local decision-making groups (e.g., regarding health care to the indigent, crisis intervention, disaster preparedness, utilization of medical care, etc.)
- iv. Consultantships to hospitals, nursing homes, etc.

b. Other: Civic Activities

- i. Presentations to schools, civic groups and agencies
- ii. Membership on governing boards of voluntary agencies, schools, churches
- iii. Talks to schools, clubs

C. Scholarship/Basic and Applied Research

1. Publications

- a. Refereed journal articles
- b. Books
- c. Book chapters
- d. Clinical and case reports
- e. Invited reviews
- f. Non-refereed publications

2. Presentations

- a. Invited talks at scientific and professional meetings
- b. Non-invited talks
- c. Seminars given

3. Grants

- a. Applications submitted, approved, and/or funded

4. Development and supervision of student research projects

- a. Undergraduate medical student projects
- b. Resident research projects
- c. Membership on dissertation committees, oral examination committees

5. Attendance at and participation in professional and scientific meetings

D. Special Honors and Endorsements