

## **Policy on Academic Tracks, Appointments, and Promotions in the Faculty of Medicine at the American University of Beirut**

### **PREAMBLE:**

The Faculty of Medicine (FM) at the American University of Beirut (AUB) consists of a diverse group of faculty members who are collectively committed to the three missions of academic medicine: teaching, research, and clinical and administrative service. The contributions of all faculty members are valuable and should continue to be rewarded through the merit and promotion process. The appointment to an academic unit and the promotion of the faculty member to a higher academic rank are determined by the achievements in scholarship, education, and service. Scholarship broadly encompasses teaching, discovery, application, and/or integration. Demonstration of scholarship requires defined criteria and assessment tools.

The changing academic medical environment of recent years has prompted a re-definition of faculty roles, and the increased emphasis on the clinical enterprise to support the academic mission of medical schools has also prompted greater diversification in the composition of faculty and their distribution across defined academic tracks. The traditional “triple threat” faculty member who has the time to participate fully and achieve excellence in research, teaching, and clinical care (or other service) is becoming less possible or practical. Increasingly, faculty members have a significant and primary role in one of these missions. For example, medical schools worldwide have greatly increased the number of faculty whose primary responsibility is the clinical mission.

While the previous policy on FM academic tracks served the mission of the FM adequately for many years and helped expand the faculty population and improve its quality, it did not define unambiguously the unique characteristics of the different tracks nor did it set distinctive criteria that guide decisions regarding promotion to higher ranks within each of the different tracks. After benchmarking with major medical schools and an extensive review of recent trends in policy reforms that have taken place in many parts of the world, senior leadership at FM has concluded that policy reform is needed in order to better accommodate the increasing numbers of faculty members with divergent roles within the University’s academic environment and to facilitate their evaluation within defined promotion policies and processes. The current policy aims to provide for a more vibrant and diverse faculty body that subscribes to the core values and high standards of excellence in scholarship.

In the proposed policy, a faculty member's individual professional profile, primary responsibilities, and scholarly achievements and expectations determine the academic track into which the faculty member is appointed. The obligation to teaching is an essential requirement of all appointments and promotions in all tracks

and is a responsibility that is expected of all faculty members. Citizenship is also a necessary condition for the promotion of the faculty member and it comprises governance and other civic activities. All faculty members are expected to contribute to the collective service that benefits the University, profession, and/or society.

The separate tracks listed below reflect the relative emphasis on one or more of the academic missions of the FM in each track. Clarifications on the criteria and assessment tools applied to assess a faculty member's quality of performance in teaching, research, or service are provided below. The administrative procedures for appointments and promotions that currently apply shall follow the institutional guidelines and are defined elsewhere by the University.

### ***I. Definition of Tracks:***

1. Investigator Track (or Track 1): This track applies to all professorial level faculty members holding doctoral (normally PhD, and/or MD, DMD or other) degree(s) and who have primary appointment in either the basic medical sciences departments or in the clinical departments. The academic title of the faculty member, the period of appointment or reappointment, and the years in rank required for promotion in this track shall follow the unmodified University track. Faculty members in this track are eligible for long-term contracts (or for tenure when implemented by the University).

The Scientist-Investigator Subtrack (or 'Subtrack 1A') applies to all faculty members within this 'Investigator Track' who do not have formal patient-care or clinical responsibilities. *Faculty members in the Scientist-Investigator Subtrack are expected to devote the majority of their time and effort in research and teaching.* The title of the rank is unmodified, e.g. Assistant Professor of Physiology. Upon the recommendation of the Department Chairperson and approval of the Dean, a faculty member holding a PhD degree may belong to this track and have a primary appointment in a clinical department. Appointment or promotion in this track is primarily judged by: 1) excellence in research productivity as reflected by successful research funding and publications especially of original articles in which the faculty member is a major contributor; and 2) excellence in undergraduate or graduate teaching, training and mentoring. Faculty members in this track are expected also to be engaged in academic and administrative service to the discipline and to the University.

The Physician-Investigator Subtrack (or 'Subtrack 1B') applies to all faculty members within this 'Investigator Track' holding an MD degree and who have primary appointment in the clinical departments. *Faculty members in the Physician-Investigator Subtrack are expected to devote approximately 40% of their total effort to research activity, whether basic or clinical.* The title of the rank is unmodified, e.g. Assistant Professor of Medicine. Appointment or promotion in this track is primarily judged by: 1) excellent research productivity

as reflected by successful research funding and publications especially of original articles in which the faculty member is a major contributor; 2) excellence in undergraduate or graduate teaching, training and mentoring; and 3) a good record in patient care or clinical service with regard to area of specialty. Faculty members are expected also to be engaged in academic and administrative service to the discipline and to the University.

2. Physician-Educator Track (or Track 2): This track applies to all professorial level faculty members holding an MD degree and who have primary appointment in the clinical departments. Upon the recommendation of the Department Chairperson and approval of the Dean, a faculty member who holds a doctoral degree other than MD (PhD, DMD, or other) can be appointed into this track with a primary appointment in a clinical department if he/she has a major portion of the assigned duties in the area of patient care or clinical service, such as Clinical Psychology, Laboratory Medicine, or others. *Faculty members in the Physician-Educator Track are expected to devote at least 80% of their total effort to assigned duties in the combined areas of teaching and clinical service.* The title of the rank will be modified, e.g. Assistant Professor of Clinical Medicine. Appointment and promotion in this track are primarily judged by: 1) excellence in undergraduate or graduate teaching, training and mentoring; and 2) excellence in patient care or clinical service with regard to specialty and area of expertise. Faculty members are also expected to demonstrate a good record of research productivity and other scholarly activities and to be engaged in academic and administrative service to the discipline and to the University. Faculty members in this track are eligible for long-term contracts (but not for tenure).

3. Academic Clinician Track (or Track 3): This track applies to professorial level faculty members holding an MD degree (or other doctoral degrees) and who have full time, primary appointment in the clinical departments and with primary assignment in patient care delivery. *Faculty members in this track are expected to devote approximately 80% of their total effort to patient care or clinical service that takes place according to one of the following scenarios: at predominantly affiliated health care facilities outside the premises of the AUB Medical Center (AUBMC); in clinical departments at AUBMC that engage predominantly in primary health care delivery such as emergency medicine or family medicine; or in other core clinical departments at AUBMC provided that the proportion of faculty members in this track shall not exceed 20% of the department's full-time faculty members.* The title of the rank will be modified, e.g. Clinical Assistant Professor of Medicine. Appointment or promotion in this track is primarily judged by: 1) excellence in patient care or clinical service with regard to specialty and area of expertise; and 2) a good record in undergraduate or graduate clinical teaching and training. Faculty members in this track are expected to devote some of their effort in scholarly activities, continuing education, and administrative service. Appointment in this track is initially for one or 3 years. The period of appointment may be renewed. Appointees in this track are eligible for academic promotion up to the rank of Clinical Associate Professor.

## ***II. Movement Between Tracks***

Faculty members are allowed to switch to another track if they so desire and if they can be expected to fulfill the requirements for appointment and promotion into the new track. A switch in tracks requires the recommendation of the Department Chairperson and approval of the Dean; however, switching to the Investigator Track requires University approval in accordance with new appointment procedures including a formal search. The switch to another track is normally approved at the time of reappointment for a new period of contract. The faculty member will need to spend at least one year in the new track prior to the date of notification of the applicant for the need to apply for promotion to a higher rank. When applying for promotion to the higher rank, the number of years spent in a given rank within the previous track will be counted towards years spent in the new track.

## ***III. Period of Appointment and Reappointment; and Years in Rank for Promotion***

### **1. Investigator Track ('Scientist-Investigator' and 'Physician-Investigator' Subtracks):**

- I. **Instructors in the Scientist-Investigator or the Physician-Investigator Subtracks** are initially appointed with a one-year contract. In this track, instructors can be reappointed on yearly basis for a period of up to three years. They can be considered for promotion to the rank of Assistant Professor after at least one year from initial appointment if they satisfy the criteria for promotion. Instructors in this track will normally be notified not later than June 30th of the third year of cumulative service in rank at the University that, unless promoted by the end of the fourth year to the rank of Assistant Professor, then the fourth year of appointment as Instructor shall be terminal.
- II. **Assistant Professors in the Scientist-Investigator Subtrack** are normally appointed for an initial term of four years and, if subsequently reappointed to a second term of three years, will normally be notified not later than June 30th of the sixth year of cumulative service in rank at the University that, unless promoted by the end of the seventh year to the rank of Associate Professor, then the eighth year of appointment as Assistant Professor shall be terminal. However, at the discretion of the Provost and upon recommendation of the Department Chairperson and the Dean, the individual concerned may be reappointed as Assistant Professor with a one-year contract.

**Assistant Professors in the Physician-Investigator Subtrack** are normally appointed for an initial term of four years and, if subsequently reappointed to a second term of three years, will

normally be notified not later than June 30th of the sixth year of cumulative service in rank at the University that, unless promoted by the end of the seventh year to the rank of Associate Professor, then the eighth year of appointment as Assistant Professor shall be terminal. However, at the discretion of the Provost and upon recommendation of the Department Chairperson and the Dean, the individual concerned may be reappointed as Assistant Professor on yearly basis.

- III. **Associate Professors in the Scientist-Investigator Subtrack** are normally appointed for a period of seven years. Associate Professors must apply for promotion no later than the beginning of the seventh year in this rank. If reappointed to a subsequent term of three years, they must apply again for promotion no later than the beginning of the tenth year in rank. They will be notified not later than June 30th of the ninth year in this rank that, unless promoted to full Professor by the end of the tenth year, the eleventh year of appointment as Associate Professor shall be terminal. However, at the discretion of the Provost and upon recommendation of the Department Chairperson and the Dean, the individual concerned may be reappointed as Associate Professor with a one-year contract.

**Associate Professors in the Physician-Investigator Subtrack** are normally appointed for a period of seven years. Associate Professors must apply for promotion no later than the beginning of the seventh year in this rank. If reappointed to a subsequent term of three years, they must apply again for promotion no later than the beginning of the tenth year in rank. They will be notified not later than June 30th of the ninth year in this rank that, unless promoted to full Professor by the end of the tenth year, the eleventh year of appointment as Associate Professor shall be terminal. However, at the discretion of the Provost and upon recommendation of the Department Chairperson and the Dean, the individual concerned may be reappointed as Associate Professor on yearly basis.

- IV. **Professors in the Scientist-Investigator Subtrack** are normally appointed for a period of seven years, renewable for three, seven, or ten years, at the recommendation of the Dean and Provost. They will be notified not later than June 30th of the penultimate year of the current contract in this rank that, unless reappointed by the end of the final year, the subsequent year of appointment shall be terminal. However, at the discretion of the President and upon recommendation of the Dean and the Provost, the individual concerned may be reappointed as Professor with a one-year contract.

**Professors in the Physician-Investigator Subtrack** are normally appointed for a period of seven years, renewable for three, seven, or ten years at the recommendation of the Dean and Provost. They will be notified not later than June 30th of the penultimate year of the current contract in this rank that, unless reappointed by the end of the final year, the subsequent year of appointment shall be terminal. However, at the discretion of the President and upon recommendation of the Dean and the Provost, the individual concerned may be reappointed as Professor for a term or terms of up to three years.

## **2. Physician-Educator Track:**

- I. **Instructors in the Physician-Educator Track** are initially appointed with a one-year contract. In this track, instructors can be reappointed on yearly basis without limit on the total number of years. They can be considered for promotion to the rank of Assistant Professor after at least one year from initial appointment if they satisfy the criteria for promotion. Instructors in this track who do not wish to apply for promotion can be reappointed on a yearly basis upon the recommendation of the Department Chairperson and approval of the Dean.
- II. **Assistant Professors in the Physician-Educator Track** are normally appointed for an initial term of four years and, if subsequently reappointed for a term or terms not to exceed a total of seven years in rank, they will be notified not later than June 30th of the sixth year of cumulative service in rank at the University that unless promoted by the end of the seventh year to the rank of Associate Professor, then the eighth year of appointment as Assistant Professor shall be terminal. However, at the discretion of the Dean and upon recommendation of the Department Chairperson, the individual concerned may be reappointed as Assistant Professor on yearly basis.
- III. **Associate Professors in the Physician-Educator Track** are normally appointed for a period of seven years renewable for a term or terms not to exceed a total of ten years in rank. They will be notified not later than June 30th of the ninth year in this rank that, unless promoted to full Professor by the end of the tenth year, the eleventh year of appointment as Associate Professor shall be terminal. However, at the discretion of the Provost and upon recommendation of the Department Chairperson and the Dean, the individual concerned may be reappointed as Associate Professor for a term or terms of up to three years.

- IV. **Professors in the Physician-Educator Track** are normally appointed for a period of seven years. They will be notified not later than June 30th of the penultimate year of the current contract in this rank that, unless reappointed for a term of three or seven years by the end of the final year, the subsequent year of appointment shall be terminal. However, at the discretion of the President and upon recommendation of the Dean and the Provost, the individual concerned may be reappointed as Professor for a term or terms of up to three years.

### **3. Academic Clinician Track:**

- I. **Instructors in the Academic Clinician Track** are initially appointed with a one-year contract, renewable on yearly basis. In this track, instructors can be reappointed on yearly basis without limit on the total number years. They can be considered for promotion to the rank of Assistant Professor after at least one year from initial appointment if they satisfy the criteria for promotion. Instructors in this track who do not wish to apply for promotion can be reappointed on a yearly basis upon the recommendation of the Department Chairperson and approval of the Dean.
- II. **Assistant Professors in the Academic Clinician Track** are normally appointed for an initial term of one or three years and, if subsequently reappointed for a term or terms not to exceed a total of nine years in rank, they will be notified not later than June 30th of the eighth year of cumulative service in rank at the University that unless promoted by the end of the ninth year to the rank of Associate Professor, then the tenth year of appointment as Assistant Professor shall be terminal. However, upon recommendation of the Department Chairperson and the approval of the Dean, the individual concerned may be reappointed as Assistant Professor on yearly basis.
- III. **Associate Professors in the Academic Clinician Track** are normally appointed for a period of three years and, if subsequently reappointed for a term or terms of three years, they will be notified not later than June 30th of the penultimate year of the current contract in this rank that, unless reappointed for a term of three years by the end of the final contract year, the subsequent year of appointment shall be terminal. However, at the discretion of the Dean and upon recommendation of the Chairperson, the individual concerned may be reappointed as Associate Professor on yearly basis.

## **SPECIAL CONSIDERATIONS IN PROMOTIONS DECISIONS:**

In accordance with University policies, the cumulative service period governing consideration for promotion in any of the three tracks will automatically be extended for the purposes of **maternity leave**—unless a request to the contrary is made by the faculty member under consideration—and by petition for health issues of a serious nature, humanitarian grounds, or significant involvement in administrative duties at the University. All petitions must be recommended by the Dean and approved by the Provost.

### ***IV. Credentialing and Scholarly requirements for Appointment***

#### **1. Appointment in the Investigator Track**

##### **A. *Scientist-Investigator Track:***

- I. Instructor
  - a. Postdoctoral training for two years.
  - b. The candidate must have a minimum of two publications in refereed journals of international standing in which the candidate is a major contributor.
  
- II. Assistant Professor
  - a. Postdoctoral training for two years.
  - b. The candidate should have made promising contributions in the areas of teaching and research.
  - c. The candidate must have a minimum of four publications in refereed journals of international standing in which the candidate is a major contributor. The publications should not emanate from the applicant's thesis in the case of PhD candidates.
  
- III. Associate Professor
  - a. Normally the candidate must have spent six years in the rank of Assistant Professor.
  - b. The candidate should have made significant contributions in the areas of teaching and research.
  - c. The candidate must have a minimum of ten publications in refereed journals of international standing in which the candidate is a major contributor.
  
- IV. Professor
  - a. Normally the candidate must have spent six years in the rank of Associate Professor.



- b. The candidate should have made major contributions in the areas of teaching and research.
- c. The candidate must have a minimum of twenty publications in refereed journals of international standing in which the candidate is a major contributor.

**B. Physician-Investigator Track:**

I. Instructor

- a. Postdoctoral training for at least two years in a recognized residency program, preferably with international certification.
- b. The candidate must have a minimum of two publications in refereed journals of international standing in which the candidate is a major contributor.

II. Assistant Professor

- a. Postdoctoral training for at least three years in a recognized residency program, preferably with international certification.
- b. The candidate should have made promising contributions in the areas of teaching and research.
- c. The candidate must have a minimum of four publications in refereed journals of international standing in which the candidate is a major contributor.

III. Associate Professor

- a. Normally the candidate must have spent six years in the rank of Assistant Professor.
- b. The candidate should have made significant contributions in the areas of teaching and research.
- c. The candidate must have a minimum of ten publications in refereed journals of international standing in which the candidate is a major contributor.

IV. Professor

- a. Normally the candidate must have spent six years in the rank of Associate Professor.
- b. The candidate should have made major contributions in the areas of teaching and research.
- c. The candidate must have a minimum of twenty publications in refereed journals of international standing in which the candidate must be a major contributor.

**2. Appointment in the Physician-Educator Track**

- I. Instructor
  - a. Postdoctoral training for at least three years in a recognized residency program, preferably with international certification.
  - b. The candidate must have a minimum of one publication in a refereed journal of international standing in which the candidate is a major contributor.
  
- II. Assistant Professor
  - a. Postdoctoral training for at least three years, in a recognized residency program, preferably with international certification.
  - b. The candidate must have demonstrated scholarship in clinical medicine, medical education, or both, as evidenced by:
    - i. A minimum of three publications in refereed journals of international standing in which the candidate is a major contributor. The candidate must be a major contributor in at least two of the publications.
    - ii. Excellence in teaching, and contributions to educational activities, such as: curricular development, instructional materials, and learner assessment.
  
- III. Associate Professor
  - a. Normally the candidate must have spent six years in the rank of Assistant Professor.
  - b. The candidate must have demonstrated sustained scholarship in clinical medicine, medical education, or both, as evidenced by:
    - i. A minimum of eight publications in refereed journals of international standing. The candidate must be a major contributor in at least six publications.
    - ii. Significant contributions to, and excellence in, educational activities such as: teaching, curricular and program development, development of instructional materials, mentoring and advising, educational administration, and learner assessment, and receipt of awards and honors for education-related activities.
  
- IV. Professor
  - a. Normally the candidate must have spent six years in the rank of Associate Professor.
  - b. The candidate must have demonstrated major and significant scholarship in clinical medicine, medical education or both, as evidenced by:

- i. A minimum of eighteen publications in refereed journals of international standing. The candidate must be a major contributor in at least twelve publications.
- ii. Leadership role in medical education, with major contributions to, and innovations in, educational activities such as: teaching, curricular and program development, development of instructional materials, mentoring and advising, educational administration, learner assessment, program evaluation, and faculty development, and receipt of awards and honors for education-related activities.

### **3. Appointment in the Academic Clinician Track**

#### I. Instructor

- a. Postdoctoral training for at least two years in a recognized residency program, preferably with international certification.

#### II. Assistant Professor

- a. Postdoctoral training for at least three years in a recognized residency program, preferably with international certification.
- b. The candidate should have demonstrated promising potential in clinical teaching and training.
- c. The candidate must have a minimum of one publication in a refereed journal of international standing in which the candidate is a major contributor.

#### III. Associate Professor

- a. Normally the candidate must have spent six years in the rank of Assistant Professor.
- b. The candidate must have a minimum of five publications in refereed journals of international standing. The candidate must be a major contributor in at least three publications. This is the terminal rank in this track.

### ***V. Criteria for Promotion:***

#### **Overview:**

Promotion to higher ranks implies increased depth and breadth of scholarship. Scholarship is the communication of knowledge generated through rigorous inquiry using a range of activities that advance teaching, research, and practice, both within and across disciplinary boundaries. The formal types of scholarship are teaching scholarship, discovery scholarship, application scholarship, and integration

scholarship. The scholarship of teaching refers to activities for the design and implementation of approaches that promote student learning. The scholarship of discovery refers to the development of new knowledge and theories. The scholarship of application is the interaction between knowledge and its practical use; translation of evidence to practice and evidence-based practice are examples in the clinical sciences. The scholarship of integration refers to activities on interdisciplinary approaches where theories generally used in one discipline are applied to objects of study that are typically part of a different field.

Demonstration of scholarship requires all of the following: 1) A systematic approach of inquiry or development; 2) Public availability or transmission (not necessarily only publication in a journal); and 3) Being subject to peer review. In general, faculty members seeking promotion to the higher rank in a given track must demonstrate cumulative achievements in scholarship; they must also demonstrate sustained citizenship, which is a necessary but not sufficient criterion for promotion. Across the different tracks, there will be relative emphasis being put on one or more areas of scholarship when considering an applicant seeking promotion to a higher rank, as detailed in the subsequent sections.

**As teachers**, faculty members at the FM carry out the education mission using a variety of teaching strategies that foster student learning and result in professional knowledge, attitudes, and skills. They execute their mission through the following: 1) structured educational activities such as classroom teaching; 2) teaching and training during clinical activities; 3) community education and continuing medical education activities; and 4) mentoring activities. Curriculum development and preparation of courses, syllabi, or other instructional material are also components of a faculty member's teaching portfolio. Appropriate instruments and assessment tools for evaluating the quantity and quality of teaching are developed and approved by the FM and outlined in an appendix, and these are aimed at providing a detailed assessment of the faculty member's achievements and performance.

**As clinicians and practitioners**, faculty members carry out the clinical and administrative missions using professional knowledge, attitudes, and skills to provide direct care or to advance clinical and organizational systems. Appropriate instruments and assessment tools for evaluating the quantity and quality of clinical service are developed and approved by the FM and outlined in an appendix, and these are aimed at providing a detailed assessment of the faculty member's achievements and performance.

**As investigators**, faculty members carry out the research mission using methods of systematic inquiry to generate empirically-based knowledge or evaluate clinical outcomes. Appropriate instruments and assessment tools for evaluating the quantity and quality of research are developed and approved by the FM and outlined in an appendix, and these are aimed at providing a detailed assessment of the faculty member's achievements and performance. The quantity and quality of research output are both essential in assessing the value and impact of the research output of the applicant, and these can be evaluated by several measures that typically include:

the number of publications; the quality of publications; a record of attempts and successes at attracting funding for research, preferably from external sources; evidence of efforts at becoming an independent researcher in one or more focused areas of research; continued or sustained research output over a period of years; and dissemination at international scientific conferences and invitations to serve on advisory boards of journals, panels of grant reviews and study sections, and/or research consultancies.

The suggested minimum number of publications output during the period under review is listed in the subsequent sections. **It is to be pointed out that this number should be viewed as a general guideline of a desired target rather than an absolute requirement for successful promotion. The assessment procedures should carefully weigh the quality of publications and their scientific value, and this quality should receive considerable emphasis in this assessment.** In many instances, it is possible to have a superior quality of an individual faculty member's publication output compensate for the total number of publications that may fall short of a required minimum number.

'A major contribution' of an author in a publication normally refers to the citation sequence of authorship as first-author, or as senior and corresponding author. Also, as is it the nature of biomedical and clinical sciences to be the product of collaborative work, an applicant for promotion will be acknowledged and recognized for co-authorship in multi-authored publications. In many instances, a second-author in a multi-authored publication may contribute significantly to the overall work and be counted as 'a major contributor'.

The quality of research output of an individual applicant is normally judged by several indices that include, but are not limited to: 1) the publication of articles, preferably of original research, in reputable peer-reviewed journals that have relatively high ranking in a particular discipline; 2) the citation metrics of the applicant's published work; and 3) the solicited statements from peer review panels and external referees who are knowledgeable or experts in a given discipline.

## **1. Criteria for Promotion in the Investigator Track**

### **A. Scientist-Investigator Subtrack 1A:**

#### I. Instructor to Assistant Professor:

- Demonstration of promising potential in teaching.
- Demonstration of promising potential in research, as reflected by a minimum of two publications as a major contributor since appointment to the rank of Instructor. At least one of the publications as major contributor should be an original article.

#### II. Assistant Professor to Associate Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in research as reflected by successful funding and publication of original articles.
- A minimum of seven publications as a major contributor since appointment to the rank of Assistant Professor. At least four of the publications as major contributor should be original articles.

III. Associate Professor to Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in research as reflected by successful funding and publication of original articles.
- A minimum of twelve publications as a major contributor since appointment to the rank of Associate Professor. At least eight of the publications as major contributor should be original articles.

**B. Physician-Investigator Subtrack 1B:**

I. Instructor to Assistant Professor:

- Demonstration of promising potential in teaching.
- Demonstration of promising potential in research, as reflected by a minimum of two publications as a major contributor since appointment to the rank of Instructor. At least one of the publications as major contributor should be an original article.

II. Assistant Professor to Associate Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in research as reflected by successful funding and publication of original articles.
- A minimum of seven publications as a major contributor since appointment to the rank of Assistant Professor. At least four of the publications as major contributor should be original articles.

III. Associate Professor to Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in research as reflected by successful funding and publication of original articles.
- A minimum of twelve publications as a major contributor since appointment to the rank of Associate Professor. At least eight of the publications as major contributor should be original articles.

## **2. Criteria for Promotion in the Physician-Educator Track**

### I. Instructor to Assistant Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in clinical service.
- A minimum of two publications as a major contributor since appointment to the rank of Instructor. At least one publication as major contributor should be an original article.

### II. Assistant Professor to Associate Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in clinical service. The candidate should have established a strong national, and preferably regional, reputation as a clinical expert who has demonstrated substantial contributions in applications of technologies and/or models of care delivery.
- Evidence of scholarship in education, clinical practice, or both as evidenced by:
  - A minimum of five publications as a major contributor since appointment to the rank of Assistant Professor. At least three of the publications as major contributor should be original articles.
  - Significant contributions to, and excellence in, educational activities such as: teaching, curricular and program development, development of instructional materials, mentoring and advising, participation in educational administration and learner assessment, and receipt of awards or honors for education-related activities.

### III. Associate Professor to Professor:

- Demonstration of excellent performance in teaching.
- Demonstration of excellent performance in clinical service. The candidate should have established national / regional, and preferably international, reputation as a leader who has demonstrated substantial contributions in the development of innovative approaches to diagnosis or treatment, applications of technologies and/or models of care delivery.
- Evidence of sustained and significant scholarship in education, clinical practice, or both, as evidenced by:
  - A minimum of ten publications as a major contributor since appointment to the rank of Associate Professor. At least five

of the publications as major contributor should be original articles.

- Leadership role in medical education, with major contributions to, and innovations in, educational activities such as: teaching, curricular and program development, development of instructional materials, mentoring and advising, educational administration, learner assessment, program evaluation, and faculty development, and receipt of awards and honors for education-related activities.

### **3. Criteria for Promotion in the Academic Clinician Track**

#### I. Instructor to Assistant Professor:

- Demonstration of excellence in clinical service.
- Demonstration of a good record in teaching.
- A minimum of one publication since appointment to the rank of Instructor in which the candidate is a major contributor.

#### II. Assistant Professor to Associate Professor:

- Demonstration of excellence in clinical service.
- Demonstration of excellence in teaching.
- A minimum of four publications as a major contributor since appointment to the rank of Assistant Professor. At least one publication as major contributor should be an original article.

### ***VI. Eligibility for Voting on Appointments and Promotions***

Voting on appointment or promotion of a faculty member to a given rank in any of the tracks will be done by faculty members at the FM of equal or higher rank than that to which the faculty member is under consideration for appointment or promotion. Faculty members in tracks 1 (A or B) and 2 are eligible to vote on candidates for promotion in any of the tracks [1 (A or B), 2 and 3]. Faculty members in Track 3 are eligible to vote on candidates for promotion in this track and in track 2 only. In all other respects, the voting procedure shall follow the University policies.

### ***VII. Guidelines for Joint Appointments in Two Departments***

(In accordance with University policies)

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