Hackensack Meridian School of Medicine

NAVIGATING APPOINTMENTS AND PROMOTIONS AT THE HACKENSACK MERIDIAN SCHOOL OF MEDICINE

PART ONE – DESCRIPTION OF ELIGIBILITY
(Revised March 2023)

A. Appointments and Promotions

1. Who is eligible for appointment?

Candidates* must be in one of the following categories:

- Employed by the School of Medicine (HMSOM).
- Employed at a Hackensack Meridian Health (HMH**)** hospital or affiliate.
- Possess medical staff privileges at an HMH Hospital or affiliate institution (if applicable).
- Participate in a HMSOM affiliated graduate medical education program.
- Nominated by one of the two HMH co-Chief Academic Officers and the appropriate HMSOM Chair
- Nominated by one of the two HMH co-Chief Academic Officers and the HMSOM Dean.
- A professional who is approved in writing by both the HMSOM's Dean/Chief Academic Officer (CAO) (or designee) and the HMH Chief Executive Officer (or designee).
- Have held, on July 3, 2020, a secondary appointment at HMSOM with a primary appointment at Seton Hall University.

*****All candidates must pass a background check.

2. What are the categories of appointment?

- **Instructor, Assistant Professor, Associate Professor, and Full Professors** must meet at least one of the criteria outlined in "1" (above).
- **Adjunct Faculty (2-year term, no rank)** are faculty with a primary appointment at another institution who will either teach HMSOM students or host HMSOM students to do research at HMSOM. Renewals require an up-to-date rationale for the appointment from the Department Chair and are at the discretion of HMSOM.
- **Visiting Faculty (1-year term, no rank)** are faculty with a primary appointment at another institution who are visiting for a limited period to teach or participate in research at the HMSOM. The initial term is 1 year (or less) with an option to renew. Renewals are at the discretion of HMSOM.
- **Emeritus/a Faculty (no time limit)** are faculty who have a history of contributions to HMSOM and have retired from their professional activities but continue to contribute to the academic mission.

3. What are the Academic Faculty ranks and paths for appointment and what are their terms?

Applicants considering an initial application for faculty appointment or promotion must review the criteria for the requested rank and path at: www.hmsom.org/faculty/appointments-and-promotions/.
The applicant, together with their HMSOM Chair, must select the path (Teaching, Clinical Medicine, or Research) that best matches their qualifications. It is expected that candidates demonstrate excellence in one area and strengths in the other two. Each department may have additional requirements. Instructors, Assistant Professors, Associate Professors, and Full Professors are voting members of the HMSOM Faculty Assembly.

- **Instructor (6-year appointment).** A Master's degree or equivalent in a profession recognized at the HMSOM or an HMH clinical facility, and evidence of potential for effective teaching as attested by recommendations or documented by prior activity. Note that candidates with a terminal degree(s) in their field (defined as the highest academic degree that can be awarded in a particular field) should apply for Assistant, Associate, or Full Professor.
- **Assistant Professor (6-year appointment).** A doctoral degree or the commonly accepted terminal degree in a discipline/field from an accredited institution; MD (or MD-equivalent), DO, PhD (or PhD-equivalent), DSc, PsyD, EdD, PharmD, DNP, DDS, DMD, DVM, and/or Doctor of Optometry/Podiatry, completion of residency or fellowship resulting in board eligibility or certification as applicable; evidence of teaching effectiveness or potential to teach effectively; evidence of scholarship (including research) or potential to conduct scholarship; and evidence of meaningful service to institution, profession, and/or the community.
- **Associate Professor (6-year appointment).** In addition to the credentials for Assistant Professor, active board certification where applicable; 6 years of significant, relevant teaching experience; scholarship, including scholarly peer-reviewed publications indexed in PubMed; research or other creative work in the appropriate discipline or field; and service to HMSOM, HMH, the profession and/or the community. Peer recognition for excellence should be at a regional level (or higher).
- **Professor (6-year appointment).** In addition to the credentials for Associate Professor, 6 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 HMSOM, HMH, the profession and/or the community. Promotion to this rank rests on proven ability, accomplishments, and evidence of peer recognition for excellence at a national and/or international level.

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

1. To Initiate an Application

Applicants start the process for an initial faculty appointment by arranging for a meeting with the HMSOM Academic Department Chair (or designee) of the applicable primary academic department to review their CV (see PART FOUR below for CV template) and discuss the initial appointment rank, and then complete the interest form. The Office of Faculty (OOF) notifies the HMSOM Academic Department Chair that the application was submitted. It is the HMSOM Academic Department Chair's responsibility to ensure that the CV is up-to-date, accurate, complete and in the format shown in **PART FOUR**. The Chair then approves moving the application forward. An appointment in a secondary department may be requested; this requires written consent from the Academic Department Chairs of the primary and secondary departments (see Section 13).

The OOF contacts all faculty candidates for a criminal background check as part of the initial appointment process. This background check must be successfully completed again at the time of each reappointment.

- **Reappointment:** Faculty and the Academic Department Chair of their Primary Department are notified at least 12 months before the expiration of a term of appointment. At least 10 months before the end of the term, the Faculty Member should discuss with their HMSOM Academic Department Chair (or a designee) and their local chair whether reappointment at the same rank or promotion is appropriate.
- **Promotion:** If a promotion is to be considered, an interview with the HMSOM Academic Department Chair (or designee) must be arranged to discuss the proposed promotion, CV, Faculty Portfolio, and selection of references. Candidates for promotion may not be presented by a Chair's Designee, if that Designee is of lower academic faculty rank than the rank sought by the applicant. For all promotions as well as appointments at senior ranks, the Appointments and Promotions Committee (APC) will convene an Ad hoc committee to review the application and make a recommendation to the APC.
- Note that faculty previously appointed as Assistant, Associate, or Full Professors can select a path (Teaching, Clinical Medicine, or Research) at the time of reappointment or when they apply for a promotion.

2. Preparing your CV with Bibliography (see PART FOUR for required CV format)

Applicants must include information about training, professional history, current board certification, teaching, scholarship, and service activities for initial and subsequent applications at any rank and for promotions. When a CV reflects interruptions between faculty appointments, credit will be considered on an individual basis. Reason(s) should be addressed in the CV and the HMSOM Chair's letter. Complete, up-to-date, bibliographic details must be provided, clearly separating peer-reviewed vs non-peer-reviewed publications, abstracts vs full original manuscripts, book chapters, research in progress, etc. **(see PART FOUR)**. Only published or in press publications should be listed. PMID #s are automatically assigned by PubMed after a manuscript is published in an indexed journal**;** a PMID# needs to be included with its corresponding manuscript in the CV. It is in candidates' interest to submit an updated CV to OOF whenever a significant change occurs (e.g., a new publication).

3. The Faculty Portfolio

(https://www.hmsom.org/wp-content/uploads/2020/10/Portfolio-Format-HMSOM.pdf)

- **Why prepare a Faculty Portfolio?**
  The portfolio is used as "evidence" for reappointments and/or promotions. It will be used by the HMSOM Chair during the interview and for preparation of their Chair's letter, and ultimately evaluated by the Ad hoc committee and the APC. Candidates are not invited to the APC meeting when their application is reviewed, so the Faculty Portfolio, together with the CV, letters of reference (LORs), Chair's letter and significant publications, speak for the candidate. The Portfolio highlights achievements since the last appointment. Portfolios are required for reappointments and promotions but not for reappointment as Full Professor (Table 1).

- **How do the Faculty Portfolio and CV differ*?***
  The CV documents quantity (listing titles, appointments, number of grants, publications, etc.). In the Faculty Portfolio, the narrative and numerical data can provide evidence of the quantity, quality, and impact of the candidate's work (e.g., innovative programs produced, outcomes of mentoring efforts, teaching evaluations, etc.). By contrast, the Portfolio is a non-linear document; the most recent and most significant activities should be listed first. Along with the CV, a concise, well organized, and written Faculty Portfolio presents a complete picture of the candidate's productivity.
- **When should the Faculty Portfolio be assembled?** Collecting documentary evidence of teaching, scholarship, and service should start on Day 1 of faculty membership. It may be difficult to find materials retrospectively when preparing for reappointment or promotion. Many faculty save anything that might be used later for documentation.
- **How should the Faculty Portfolio be organized?**
  The Faculty Portfolio must be concise. The portfolio is a single-spaced document, not more than 10 pages (excluding title page, table of contents and appendices), with headings in size 14 Arial font, text in size 12 Arial font, 1-inch margins and page numbers (see template on OOF website) and content in each section. Each section should address achievements according to the specific criteria and guidelines established for reappointments and promotions at each rank. The document must be proofread and spellchecked; abbreviations must be explained. Subheadings and space between entries make materials readable. The OOF periodically sponsors workshops to help faculty prepare their CV and Faculty Portfolio. A title page and table of contents serve as a guide. Tables may be used in areas with significant data or little involvement. Headings for the Portfolio are as follows:

  Section 1 - Introduction: A 250-word statement of the candidate's educational philosophy, approach, or unique contribution to teaching, scholarship, and service to HMSOM and its mission.

  Section 2 - 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 below:

Teaching Activity	Your Role	Learners	Methods	Hours	Sessions	Year/ dates	Evaluation
1st year small group leader	Course director	1st yr med students	Small group didactics	8 hrs/ week	25	2016–2018	Average Scores
Ethics course	Small group leader	2nd yr med students	Case based discussions	4 hrs/ week	10	2015–2016	Average Scores
Resident Training	Ward attending	Residents, Fellows	Bedside rounds	14 hrs/ week	10 weeks	2017–2018	Excellent

Section 3 - Scholarship: Discuss scholarly achievements and contributions as described in the criteria for appointments and promotions **(see PART THREE)**. A table or list may be used for documentation, as shown in the example below:

Activity	Your role. % time	Funding agency/ Organization	Funding ($)	Dates	Outcomes
Funded research/Grants					
Unfunded research					
Presentations					
Committees					

Section 4 - Service: Discuss service achievements and contributions, which can be described in many ways, including a table as shown below:

Service to HMSOM, HMH	Activity	Role (% time)	Dates	Outcomes
Service to the Profession	**Activity**	**Role (% time)**	**Dates**	**Outcomes**
Service to the Medical/Patient/ Scientific Community	**Activity**	**Role (% time)**	**Dates**	**Outcomes**

The Appendix: This section will include copies of teaching evaluations (inserted by the OOF), up to 5 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 OOF approval.

- **What does the Faculty Portfolio contain?**
  An introductory narrative with supplemental charts can describe an applicant's achievements in the respective area, citing specific examples that support this narrative. See below for the rank criteria for each section to ensure that the Portfolio shows how the candidate's activities fulfill these criteria. Collecting a document does not mean that it should be included in the portfolio; rather, the information it contains should be presented in summary form. The more succinctly materials are presented, the easier it is for reviewers 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 table format. Still other material may look best in outline form. Not every Portfolio will be formatted the same. Information on an activity may be shown in a table as shown above, with a brief description of what you consider the most significant. While the Portfolio may contain data on more remote activity, the APC is most interested in accomplishments since the prior appointment. Examples of content, information and data are listed below. While they can be listed in the CV, they may be represented with other content in the Faculty Portfolio.
  - Names, dates, and outlines of lectures or teaching rounds given, conferences facilitated, labs taught, number of learners, etc. Course outlines or syllabi can be used 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 residents, fellows, and students, as well as Continuing Education or workshop participants. Candidates should provide the Program Director's names, so that they

may be requested by the OOF
- Grants for which the candidate is the principal investigator (PI), Co-PI, Co-Investigator to which the candidate contributes.
- Descriptions of administrative responsibilities for clinical and/or academic programs
- Evidence demonstrating activity/leadership in regional, national, and/or international 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 Academic Department Chair
- Scholarly peer-reviewed publications indexed in PubMed (*h-index*)
- Case reports authored or co-authored.
- Course curricula or syllabi authored or co-authored.
- Websites, computer programs, surveys, or evaluation instruments the candidate created and/or uses.
- Patient education materials (pamphlets, videos) authored or co-authored.
- List of HMSOM committees on which the candidate has served and the dates of service.
- List of the learners the candidate has advised/mentored, collaborative projects, approximate number of hours spent with each learner.
- Letters from administrators, mentors, and/or colleagues commenting on the candidate's work as an educator, clinician, and scholar.
- Evidence of attendance at professional meetings related to teaching, faculty development workshops, etc.
- Anything of educational and/or research value that the candidate has developed or for which the candidate has primary responsibility.

4. **The Academic Department Chair's letter**
   The HMSOM Academic Department Chair (or designee) of the candidate's Primary Academic Department will be asked to upload a Chair's letter to the application specifying and endorsing the initial appointment, reappointment, or promotion. This letter must be signed on official letterhead, stating the faculty rank and path sought by the candidate, and describing their current and anticipated teaching role and contributions to HMSOM. The Academic Department Chair's letter must make a strong case for the applicant by reviewing their career path and impact inside and/or outside the institution. The Academic Department Chair submits this letter online for completion of the applicant's packet.

5. **Letters of Reference (LORs)**
   - **Requests for LORs:** All LORs are requested by the OOF sent under a cover letter from the Dean. LOR writers will be provided with the candidate's CV as well as HMSOM criteria for appointments and promotion, so they are able to evaluate the candidate according to HMSOM standards.
   - **Who should be selected to write a LOR?** <u>All referee selections must be discussed with the Academic Department Chair (or designee) prior to submission.</u> Letters should be from individuals familiar with the applicant's teaching, scholarship, and service. These can – but don't have to be – from people who personally know the candidate: Letters can be written based on a review of the CV and Faculty Portfolio of an applicant's accomplishments in teaching, scholarship, and clinical service. <u>The majority must be written by people with</u>

recognized expertise in a candidate's profession and specialty, and of an academic faculty rank equivalent to that sought (or higher). LORs must avoid even the appearance of a conflict of interest (COI). COIs include, but are not limited to, colleagues in the applicant's private practice, people currently being trained/supervised/mentored by the applicant, and individuals under the medical care of the applicant (or their direct relatives). LORs from previous residents, mentees, or students may ONLY be included if this professional relationship ended ≥ 3 years before the LOR is written and if the applicant has no current supervisory role over the writer. The candidate may feel that someone outside of medicine is well-suited to write a letter (e.g., a former boss from prior employment).

- **Referee Contact Information:** The candidate must provide contact information for referees (name, academic faculty rank, institution, department, address, email, and telephone number) on the appointment and promotion application. See **Table 1** below for the required number of LORs and contacts for each rank. Contacting referees is handled solely by the OOF.
- **What should the LOR address?** The LOR must be signed by the referee, on official letterhead, state the faculty rank sought by the candidate, detail how the referee knows the applicant, comment on scholarly, teaching and service achievement and future potential in past professional setting(s) and at the HMSOM.

- **How many LORs are required? (see TABLE 1)**
  - **For initial applications**
    Once the required number of LORs are received that meet the criteria for the rank and path, the application moves forward.
  - **For reappointments**
    Two letters are required: One from the faculty's HMSOM Academic Department Chair and one from the local chair (as applicable)

TABLE 1

Application Type	Rank	CV	Faculty Portfolio	Chair's letter	Intramural LORs	Extramural LORs
Initial Appointment	Adjunct	X		X		§1
	Visiting	X		X		§1
	Instructor	X		X	#1	#1
	Assistant of Clinical Medicine	X		X	*1/2	*1/2
	Assistant of Teaching or Research	X		X		2
	Associate	X		X		3
	Professor	X		X		3
Reappointment	Instructor	X	X	**X		
	Assistant	X	X	**X		
	Associate	X	X	**X		
	Professor	X		**X		
Promotion, *to*	Assistant	X	X	X	2	2
	Associate	X	X	X	2	3
	Professor	X	X	X	2	3
Preliminary Appointment	No rank	X		X		
Emeritus/a		X		X		

§ Candidates for Adjunct and Visiting Faculty must submit 1 LOR from their home institution academic chair
# Candidates for Instructor must submit 1 LOR which can be intramural or extramural.
* Candidates for Assistant Professor of Clinical Medicine must submit 2 LORs which can be intramural or extramural.
** Faculty seeking Reappointment must submit a letter from their HMSOM Academic Department Chair AND a letter from their local Chair (as applicable)

- **Exceptions for Reappointments**
  Faculty with full-time HMSOM contracts are exempt from having to apply for reappointment.
- **For Promotions**
  - Instructor to Assistant Professor: 2 intra- and 2 extramural LORs are required, in addition to the HMSOM Academic Department Chair's letter.
  - Assistant to Associate Professor: 2 intra- and 3 extramural LORs are required, in addition to the HMSOM Academic Department Chair's letter.
  - Associate to Full Professor: 2 intra- and 3 extramural LORs are required, in addition to the HMSOM Academic Department Chair's letter.
- For initial and promotion applications, receipt of the LORs by the OOF is required to complete an application and move it to the review stage.
- The Ad hoc committee and APC may request additional LORs, if needed, from individuals that they identify.

C. The Appointment and Promotions Process

1. **Review for Completeness:** The OOF reviews the application packet, requests LORs from referees, and alerts the candidate and Academic Department Chair when the LORs, Academic Department Chair's letter, CV, and Faculty Portfolio (if required) are received, and the application packet is complete and ready to be forwarded to the APC and/or an Ad hoc committee. No further changes to the application are allowed at this point.

2. **Preliminary Appointments (one-year term).** In exceptional circumstances, a HMSOM Academic Department Chair may request that a candidate be appointed urgently to meet specific educational needs at the HMSOM. The candidate's CV and a letter from the HMSOM Academic Department Chair are the minimum requirements; the APC may review such applications with an incomplete number of LORs on file. The candidate must still pass a background check prior to receiving a Preliminary Appointment. The candidate must have a traditional application open at the time of their request for a Preliminary Appointment. "Preliminary" appointments don't carry a rank. Such appointees have one year from the date of the initial appointment to complete their application and be appointed to the definitive rank and path for which they are qualified. Once a traditional appointment is approved, the OOF will issue an approval letter backdated to the date of the letter granting the Preliminary Appointment (so there will not be a gap in the candidate's faculty appointment history). Faculty in preliminary status have no passive or active voting rights in the Faculty Assembly.

3. **APC Chair review and APC review**
   - Completed application packets are reviewed by the Chair of the HMSOM APC.
   - Applications for Instructor or Assistant Professor are presented by the APC Chair to the APC for a review and vote for a recommendation at an upcoming APC meeting.
   - Applications for senior ranks (Associate or Professor) are reviewed by the APC Chair and assigned to an Ad hoc committee for review, rank recommendation and presentation to the APC for a vote.

4. **Ad hoc Committee review**
   - **Who serves on the Ad hoc committee?** Each Ad hoc committee consists of 2 HMSOM Faculty (Associate and/or Full Professors), one who is a member of the APC and one who is not. Ad hoc committee members may not be members of the same Primary Department as the candidate and must be at an equal or higher faculty rank than the rank sought by the candidate (except for Professor). Individuals serving on an Ad hoc committee are selected by the APC Chair. HMSOM Chairs are expected to help the APC identify and recruit Ad hoc committee members.

   - **Ad hoc Committee review:** The completed application is distributed to the Ad hoc committee. It determines if the information provided is up-to-date, accurate and sufficient to assess the candidate for appointment/promotion. If not, the Ad hoc committee may request additional information through the OOF. The Ad hoc committee may request edits to the CV and/or 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 OOF, so that the identity and deliberations of the Ad hoc committee are kept confidential. The OOF may also contact the candidate to add to, or clarify, their Faculty Portfolio.

   - **Ad hoc committee recommendation:** The Ad hoc committee has 4 weeks to submit an evaluation and recommendation (≤2 pages) regarding the candidate's appropriateness for promotion/appointment at the suggested academic rank.

5. **Review and Vote by the APC**
   Candidates are presented to the APC by the APC Chair or a member of the Ad hoc committee (see above). APC members from the Faculty Member's department, or those with other COIs, must recuse themselves during discussion and voting. After discussion, the committee votes to recommend or decline to endorse an application. All deliberations are confidential; APC members with a COI are readmitted once a vote is taken. A simple majority, with quorum (defined as ≥9 voting members out of 17), is required for approval of an application. The APC Chair votes in case of a tie. The APC Chair informs the Dean of the recommendation on an application.

6. **The APC appointment and academic faculty rank recommendation**
   a. The Dean reviews applications recommended by the APC for appointment, reappointment, promotion, secondary, adjunct, visiting, and emeritus appointments, or in the case of an appeal.
   b. If the Dean approves an initial appointment, reappointment, or promotion, a letter is sent to the candidate to convey the decision and provide instructions for the obligatory background check.
   c. If the APC votes to not recommend an initial appointment, reappointment or promotion, the APC Chair informs the candidate, the Academic Department Chair, and the Dean. The Academic Department Chair and candidate can consider an appeal to the Dean.

7. **Appeal of the APC decision**
   a. **Who makes the appeal?** If the appointment, reappointment, or promotion is denied by the Dean, the candidate has the option of discussing with their HMSOM Academic Department Chair whether to file an appeal. If the Academic Department Chair and candidate wish to appeal, a request for an appeal may be made (described below).

b. **What is the basis for the initial recommendation and appeal?** The Primary HMSOM Academic Department Chair and the candidate will receive specific feedback from the APC Chair regarding the issues involved in the decision. The issues often cited include:
   - Was the proposed rank appropriate?
   - Do the clinical, educational, and scholarly contributions meet the criteria for the rank?
   - Were the regional, national, or international reputations sufficiently documented?
   - Does the candidate have any accomplishments, teaching responsibilities, scholarly contributions, and/or service activities that were not documented in the CV or Portfolio?
   - Were appropriate referees chosen?
   - Should any materials be revised or added?
   - Was evidence of independent scholarship presented?
   - Was promotion proposed too soon?
   - What else might the candidate need to do in upcoming years to increase the likelihood of being promoted?

c. **Appeals Process**: An appeal must be submitted to the OOF within 2 months of the initial decision. Typically, the appeal includes a statement from the HMSOM Academic Department Chair as to why the appeal is made and is accompanied by materials and data to support the appeal. The HMSOM Chair (or designee) meets with the Dean and presents the appeal. A designee must be at the same or higher rank than that sought by the applicant.

8. **Reapplication for Promotion**
   A candidate whose promotion is not approved must wait at least until the next academic year to resubmit an application. The candidate's HMSOM Chair must approve the resubmission. A reassessment of the faculty's qualifications and adequacy of the promotion packet is essential before resubmission. It usually is advisable to wait 2 years before reapplying to allow sufficient time to accumulate contributions, such as publications, service, grants and/or teaching experience, that were deemed to be lacking in the first submission. This reassessment is done by the Academic Department Chair or the departmental promotions committee (if applicable).

9. **Adjunct Faculty Appointments (two years, renewal possible)**
   Adjunct Faculty are those with a primary appointment at another institution who will teach or host HMSOM/HMH students. The HMSOM Chair submits a letter for an appointment to the OOF with a candidate-specific rationale (e.g., conducting research at HMSOM/HMH, teaching HMSOM students in an interinstitutional program or hosting them in a lab), a "letter of good standing" from the Academic Department Chair at the applicant's primary institution and the applicant's CV are required. Review and recommendation of the application proceed from the APC Chair to the Associate Dean of Faculty to the HMSOM Dean. If approved, a letter conveying the decision and instructions for the required background check is sent to the candidate.

10. **Visiting Faculty Appointments (one year, renewal possible)**
    Visiting Faculty are those with a primary appointment at another institution who are visiting the HMSOM for a limited period of time to teach and/or participate in research. The HMSOM Academic Department Chair submits a letter for an appointment to the OOF with a candidate-specific rationale (e.g., conducting research at HMSOM/HMH), a "letter of good standing" from the Chair at the applicant's primary institution and the applicant's CV are required. Review and recommendation of the application proceed from the APC Chair to the Associate Dean of Faculty to the HMSOM Dean. If approved, the OOF sends a letter

conveying the decision to the candidate after the required background check has been completed.

11. Emeritus/a Faculty (a lifetime title)

Faculty in good standing with the rank of Associate or Full Professor at HMSOM, who have a history of significant contributions to the HMSOM and are retiring from their professional/academic responsibilities (or have 20+ years of HMSOM service prior to leaving HMSOM), AND will continue to contribute to HMSOM's academic mission. A letter from the faculty member detailing their past contributions and their anticipated continued service to HMSOM, the faculty's CV along with an LOR from the HMSOM Academic Department Chair are required. Review and recommendation proceed from the HMSOM Academic Department Chair to the APC Chair to the Associate Dean of Faculty to the HMSOM Dean. If approved, a faculty member granted Emeritus/a status retains access to the Interprofessional Health Sciences Library. The title granted is either Associate Professor Emeritus or Professor Emeritus.

12. Secondary Appointments

Typically, appointments are to a single department. Faculty seeking secondary appointments in another department must first discuss this request with the Chair of their primary department. The OOF will forward the application to the Academic Department Chairs of the primary and secondary departments and their letters of approval must be submitted to the OOF; the appointment will be at the same rank as in the primary department. Review and approval of the secondary appointment will be made by the Associate Dean of Faculty.

13. What happens at the expiration of the term?

- **Expiration (Termination) of Appointment:** Appointments expire at the end of the term for faculty who do not apply for reappointment or whose appointment is not renewed. The OOF will notify the Faculty Member, as well as the Primary Academic Department Chair, of the expiration date at least 12 months prior to the end of the term.
- **Reappointment:** Assuming continuing eligibility as a Faculty Member at HMSOM, there is no limit to the number of appointment renewals for the same rank. Reappointments are for the same term duration, except for Visiting Faculty, who are generally appointed for a 1-year period, with a maximum of one appointment renewal.
- **Eligibility for promotion**: Only Instructors, Assistant Professors, and Associate Professors are eligible for promotion. Except under exceptional circumstances, a 6-year minimum duration of service in rank is required prior to consideration for promotion of Instructors, Assistant Professors, and Associate Professors. This period of service may be fulfilled at HMSOM or at any U.S. or LCME-accredited medical school or academic institution before promotion at HMSOM. Candidates for promotion will be evaluated on an individual basis by the Chair of the Primary Department and the APC Chair prior to consideration by the whole APC.
- **Non-renewal of a Faculty Appointment:** If an Academic Department Chair recommends to the Dean that a Faculty Member's appointment should not be renewed, the following procedure will be followed:

- At least 4 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 HMSOM's case for non-renewal if an appeal is brought by the Faculty Member.
- Should the Dean deny renewal of the Faculty Member's appointment, this decision may be appealed, in writing, by letter addressed to the Dean, within 30 calendar days of the date of the non-renewal letter.
- The right to appeal the Dean's decision to not renew a term of appointment is limited to Instructors, Assistant Professors, Associate Professors, and Full Professors. Following an appeal, a decision not to renew the Faculty Member is final.

- **Termination of Faculty Appointments**
  - When a faculty leaves a professional setting that met the criteria for a faculty appointment as specified in Section A.1, for one that does not, the faculty appointment becomes null and void. Exemptions may be granted by the Dean.
  - The continuation of a faculty appointment is dependent on adherence to the rules and regulations of the HMSOM and the HMH. Grounds for termination of faculty appointments include, but are not limited to, misrepresentation of qualifications/experience, research fraud, felony conviction, breach of ethics, sexual or other harassment, failure to fulfill teaching responsibilities, loss of licensure (as appropriate), and mistreatment of students/trainees. In such instances, the APC reserves the right to recommend to the HMSOM Dean termination of the faculty appointment.

Hackensack Meridian School of Medicine

NAVIGATING APPOINTMENTS AND PROMOTIONS AT THE HACKENSACK MERIDIAN SCHOOL OF MEDICINE

PART TWO – SUMMARY OF CRITERIA AND PATHS
(Revised March 2023)

The Tables below provide a snapshot of the criteria required for appointments and promotions in the paths of Teaching, Clinical Medicine, and Research for Instructors, Assistant Professors, Associate Professors, and Full Professors.

Please note that at the time of initial appointment, reappointment or promotion, faculty members will have a choice about how they would like the title they have been awarded by HMSOM to appear.

As an example, for business cards and letterhead, "Assistant Professors" may select:

- Assistant Professor,
- Assistant Professor of Pediatrics, or
- Assistant Professor of Clinical Medicine in the Department of Pediatrics

OOF will specify the faculty's full title in the letter of approval as well as keep track of the path.

CRITERIA	INSTRUCTOR*
Teaching (strength)	Teaching effectiveness OR the potential to teach AND/OR Excellence in teaching at HMSOM or prior institution(s) AND/OR Mentoring students and/or residents
Scholarship (strength)	Evidence of scholarship OR the potential for scholarship AND/OR Research grants as PI or contributor AND/OR Publications (Book chapters, Reviews, Articles, Case Reports)
Service (strength)	HMSOM and/or HMH Committee Membership AND/OR Contributor to HMSOM and/or HMH Dept/Programs/Services AND/OR Leadership/Membership of/in External Biomedical/Scientific Organizations
Peer Recognition	None required

* The title of INSTRUCTOR is only for those with a non-terminal degree in their field (applicants with an MD (or MD-equivalent), DO, PhD (or PhD-equivalent), DSc, PsyD, EdD, PharmD, DNP, DDS, DMD, DVM, and/or Doctor of Optometry/Podiatry must apply for Assistant, Associate, or Full Professor).

Appointment to Instructor (6-year appointment) requires a Master's degree or its equivalent in an appropriate field. Applicants must meet the criteria listed in the above table.

For promotion from Instructor to Assistant Professor in any one of the 3 paths, an Instructor must earn a terminal degree in their field and meet the criteria specified below for this rank.

Faculty Ranks and Criteria for THE TEACHING PATH

CRITERIA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	FULL PROFESSOR
Teaching (Excellence)	Teaching effectiveness or potential to teach	Teaching experience with positive assessment at HMSOM/HMH or prior institution(s) Course/Elective/Clerkship design Mentoring students	Consistent excellence and quality in teaching at HMSOM/HMH or prior institution(s) Course/Elective/Clerkship Directorship Mentoring students and/or Residents Teaching recognition and/or awards
Scholarship (Strength)	Evidence of scholarship or potential for scholarship (0 publications required)	Collaborative research with TWO original and full peer-reviewed publications with PMID#s over 6 years (or Books, Book Chapters, Reviews) Medical education and/or biomedical research publications acceptable Two publications must be as first, senior, and/or corresponding author	Collaborative and/or Independent Research with an additional FOUR original and full peer-reviewed publications with PMID#s over 6 years (or Books, Book Chapters, Reviews) Medical education and/or biomedical research publications acceptable Four publications must be as first, senior, and/or corresponding author (quality evaluations)
Service (Strength)	Board Eligibility or Certification (as applicable)	Committee membership and/or Director of division/program/service within HMSOM and/or HMH or affiliate Conference presentations Study sections Other service to the biomedical profession and/or patient community	HMSOM and/or HMH Leadership of dept/programs/services Chair of HMSOM and/or HMH committees Leadership of committees for Biomedical Organizations, Conference organizer Study sections Other service to the biomedical profession and/or patient community
Peer-Recognition		Regional	National or International

Faculty Ranks and Criteria for THE RESEARCH PATH

CRITERIA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	FULL PROFESSOR
Teaching (Strength)	Teaching effectiveness or potential to teach Mentorship of lab members	Teaching experience with positive assessment at HMSOM/HMH or prior institution(s) Mentoring students in research Design and delivery of an elective	Consistent quality/innovation in teaching at HMSOM/HMH or prior institution(s) Mentoring medical students and/or residents in Research Design and delivery of an elective
Scholarship (Excellence)	Evidence of scholarship	Investigator-initiated Research and/or Industry grants (R01-equivalent) FIVE original publications with PMID#s with 3 (or more) as first, senior, and/or corresponding author over 6 years (Books, Book Chapters, and/or Reviews included) Manuscript Reviewer	Investigator-initiated and sustainable (funded) Research Program An additional TEN original publications with PMID#s with 6 (or more) as first, senior, and/or corresponding author over 6 years (Books, Book Chapters, and/or Reviews included) Editorial Leadership
Service (Strength)	Manuscript reviews Contributions to the laboratory Committee service	HMSOM and/or HMH Committee membership and/or Director of division/programs/services Conference presentations Study sections (Plus service to the biomedical profession/field/scientific community)	HMSOM and/or HMH Leadership of dept/programs/services Leadership of committees for Biomedical Organizations, Conference organizer Study sections (Plus service to the biomedical profession/field/scientific community)
Peer-Recognition		Regional	National or International

Faculty Ranks and Criteria for THE CLINICAL MEDICINE PATH

CRITERIA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	FULL PROFESSOR
Teaching (Strength)	Teaching effectiveness or potential to teach	Teaching experience with positive assessment at HMSOM/HMH or prior institution(s) Mentoring students	Consistent excellence in teaching at HMSOM/HMH or prior institution(s) Mentoring students and/or Residents Teaching recognition and/or awards
Scholarship (Strength)	Evidence of scholarship or potential for scholarship (0 publications required)	Collaborative research with TWO original and full peer-reviewed publications with PMID#s over 6 years (or Books, Book Chapters, Reviews) Medical education and/or biomedical research publications acceptable Two publications must be as first, senior, and/or corresponding author	Research with an additional FOUR original and full peer-reviewed publications with PMID#s over 6 years (or Books, Book Chapters, Reviews) Medical education and/or biomedical research/publications acceptable Four publications must be as first, senior, and/or corresponding author (quality evaluations)
Service (Excellence)	Board Eligibility or Certification (as applicable)	HMSOM and/or HMH Committee memberships (define the quality and quantity of service) Director of division/program service within HMSOM and/or HMH Conference presentations Study sections (Plus service to the biomedical profession and/or patient community)	HMSOM and/or HMH Leadership of dept/programs/services Development of new services or programs (e.g. new screening programs and/or implementation of new technologies) Leadership of Committees for Biomedical Organizations, Conference organizer Chair of HMSOM and/or HMH committees, Creation of initiatives to broaden/expand community healthcare Study sections (Plus service to the biomedical profession and/or patient community)
Peer-Recognition		Regional	National or International

Hackensack Meridian School of Medicine

NAVIGATING APPOINTMENTS AND PROMOTIONS AT THE HACKENSACK MERIDIAN SCHOOL OF MEDICINE

PART THREE – DETAILS OF THE ACCOMPLISHMENTS NEEDED TO FULFILL THE CRITERIA FOR ASSISTANT, ASSOCIATE, AND FULL PROFESSOR FOR INITIAL, REAPPOINTMENT, AND/OR PROMOTION
(Revised March 2023)

Applicants will be evaluated for academic appointment, reappointment or promotion based on the intensity, achievements, and level of participation in a combination of the 3 categories of endeavors – teaching, scholarship, and service to patient & professional community – as described below. A candidate's achievements and participation will be assessed from their CV with Bibliography, Faculty Portfolio (for senior ranks), Letters of Reference (intramural & extramural LORs), and their Academic Department Chair's letter. Excellence in 1 area and strength in the other 2 are a minimum requirement for promotion. It is acknowledged that applicants may have excellence in more than one category.

TEACHING activities include actions to enhance the learning, knowledge, and performance of others. Educational activities include didactic teaching of trainees including students, residents, fellows, postdoctoral fellows, graduate students, peers, and the public.

Teaching may be characterized by the following activities:

1. Curricula, course syllabi (including educational objectives), web-based scientific and clinical teaching materials, cases or new instructional techniques developed and/or implemented for a course, clinical rotation (grant support and publication of these educational materials fall under *SCHOLARSHIP*).
2. Courses, case conferences (including written cases), professional education programs, web-based activities, videos, patient education materials, other educational materials, workshops, etc. authored, developed, participated, or implemented (content, type of learner, teaching method, frequency, contact hours, site).
3. Teaching/learning assessment tool development and implementation (course name, session names and number, session title(s), content; type of learner, teaching method, etc.).
4. Course Director/Leader, Course Co-Director/Leader, site leader, educator, mentor, lecturer, preceptor, teacher, facilitator, trainer (list details of content, type of learner, teaching method, frequency, contact hours, site).
5. Administrative leadership or responsibility for educational programs or course development for peers (e.g., CME), trainees (including residents, fellows, postdoctoral fellows, etc.), students, interprofessional healthcare providers (nursing, rehabilitation therapists, etc.).
6. Teaching awards and recognitions, evaluations by learners and peers.
7. Leadership or participation in biomedical education committees nationally, regionally, locally (medical school, hospital, clinic, community, etc.) (list details needed of focus, role, hours of participation).

8. Mentoring of learners (may overlap with *SCHOLARSHIP*) (list learners advised and/or mentored, projects worked on, approximate number of hours spent with each learner) with evidence of mentoring or precepting of learners (examples of written feedback, outcomes of mentoring, etc.).
9. Primary responsibility or participation in development of materials of educational value.

SCHOLARSHIP activities are defined as the body of work focused on advancing knowledge, clinical skills, biomedical science, quality improvement and other academic activities. A faculty member must continue to demonstrate commitment to seeking answers to important questions in their discipline. Peer-recognition is a measure of scholarly ability; early career scholars must have achieved a level of accomplishment that demonstrates substantial promise, mid-level scholars must have achieved regional peer-recognition, and established scholars must be recognized as leaders in their disciplines nationally and/or internationally. Recognition can be evidenced by significant contributions to high impact factor publications, (inter)national and governmental awards and invited guest lectureships.

Scholarship may be characterized by the following activities:

1. Investigation, research, and study of basic, biomedical, clinical, quality, epidemiological, biostatistical, pedagogical translational, and other health systems-based sciences as a major focus (Program Projects, Multiple Principal Investigator (MPI), PI, Co-Investigator, Consultant, and/or Collaborator)
2. Mentoring activities, such as research, grant or manuscript review, advisement in study design, or general research advisement.
3. Grant support as characterized by:
   a. Extramural support such as federal agencies (e.g., NIH) and departments, foundations, industry
   b. Intramural grant support
   c. Competitive peer-reviewed applications
   d. Role and percentage effort
   e. Level of support
   f. Importance of subject and scope
   g. Renewal of funding following initial round
   h. Resource grants, such as those for new equipment
   i. Mentored grants leading to independent funding (e.g., K99/R00).
4. Leadership role in research studies including lead investigator, executive/steering committee, subcommittee chair, program project leader, etc.
5. Regional, national, or international activity or recognition by extramural organizations such as academic institutions, professional societies, biomedical organizations. Examples include:
   a. Awards and recognitions
   b. Visiting professorships
   c. Committee participation
   d. Invited lectures and presentations
   e. External advisory boards
   f. Elected officer
6. Publications related to primary focus (e.g., biomedical science, education, etc.) including peer-reviewed articles, monographs, book chapters and contributions to academic texts, reviews, invited editorials, and books, etc., in journals, publications, or internet-based materials (e.g., Online MedEd, MedEdPORTAL, etc.). Additional recognition is given to first, senior, and corresponding authorships.

7. Applicants are asked to provide the *h-index* (the number of articles for which an author has been cited by others at least that same number of times; for example, an *h-index* of 17 means that an author has published ≥17 papers that have each been cited ≥17 times).
8. Publications from large multi-disciplinary studies can be included, but the candidate needs to have documented, significant intellectual contributions to the work.
9. Author or co-author of authoritative published statements (e.g., society guidelines, consensus statements, white papers, etc.).
10. Editorial leadership for academic textbooks or peer-reviewed journals (editor, associate editor, editorial board).
11. Participation in board certification test writing, preparation, or society review materials by national organizations (e.g., ABIM, ABEM, etc.).
12. Participation in Institutional Review Board (IRB) Committees (locally and/or regionally).
13. Development of innovative scientific, clinical, health service, and/or epidemiologic programs.
14. Development of computer programs, surveys, and/or evaluation instruments.
15. Patents may be considered evidence of scholarly activity if:
    a. They have been granted/approved. Submitted patent applications alone do not qualify as scholarship.
    b. Results are described in a peer-reviewed publication listed on PubMed or another scholarly database.

SERVICE activities entail the investment of time and effort appropriate to faculty expertise, knowledge, and professional judgment to perform tasks necessary for the function of the HMSOM to fulfill its mission and vision. All faculty members are expected to perform service according to their faculty rank in HMSOM activities, clinical and research settings, in the community and in regional, national, and international professional organizations. The level of participation or involvement is similarly defined below for the categories of "service to the HMSOM and/or HMH"; "service to the profession"; and "service to the patient community" and increases by rank either by the products of these activities, time commitment, and/or level of leadership. Service should be evaluated as a "body of work" and be viewed in the context of the contribution level and impact in the area of activity.

1. Service to the HMSOM and/or HMH may include, but is not limited to:
   a. Leadership and participation in committees and task forces at the HMSOM, HMH network, hospital, department, clinic, or program related to the HMSOM mission and vision.
   b. Chair, Vice Chair, Division and/or Section Director of an Academic or Clinical Department or Division at the HMSOM or HMH.
   c. Participation in program accreditations and outcomes (e.g., applications completed, site visits).
   d. Provision of training for HMSOM and/or HMH and other interprofessional faculty and trainees.
   e. Service to students, residents, fellows and/or peers (e.g., serving as faculty moderator of a student activity or club, advising, or mentoring individual learners or groups of learners).
   f. Collaboration and/or mentoring of faculty, trainees, and staff in the HMSOM or HMH, extramurally, and/or within the larger community of medicine and society across disciplines and professions.

2. Service to the biomedical profession may include, but is not limited to:

a. Membership and offices held in local, national, and international professional organizations.
b. Consultant, advisory, and/or editorial service in an academic professional capacity to advance the academic mission of the HMSOM and/or HMH. (This is usually defined by engagement in activities sponsored by academic journals, professional societies, academic and clinical organizations, and committees, rather than with commercial entities).
c. Review of books/manuscripts for professional journals and publishing houses.
d. Participation on grant proposal review committees and/or study sections: federal (such as NIH), foundations, and/or institutional.
e. Development or summary of research, policy, or position papers for the general public or targeted audiences.
f. Official role in the board examination process (e.g., test question author, examiner).
g. Service through clinical care, as demonstrated by an ongoing commitment to clinical excellence and peer recognition as an outstanding clinician.

3. Service to the community related to healthcare outreach may include, but is not limited to:

a. Provision of care to uninsured or underinsured members of the community.
b. Involvement and leadership in healthcare related community groups.
c. Public and professional service to the community such as guest presentation, judge or mentor in science fairs, judge, or mentor in student presentations, etc.
d. Participation or leadership as a faculty liaison for student-initiated organizations related to the health and welfare of the community (e.g., clinics in underserved populations).
e. Invitations to speak or participate in panel discussions to lay audiences.
f. Membership on advisory boards or civic committees.
g. Involvement for advancement of medical, research, or academic priorities in legislative bodies.
h. Testifying/giving presentations/lobbying about healthcare needs and policy development before governmental and non-governmental agencies. Lobbying must be purely voluntary, and not involve payment or other remunerations.
i. Awards recognizing contributions to patient and community service and/or public health.
j. Engagement with elected officials on healthcare matters as HMSOM and/or HMH representative and service on governmental boards.
k. Engagement with governmental, secular, and religious organizations on healthcare matters as HMSOM or HMH representatives.

Criteria Guidelines for Appointment or Promotion by Rank and Path

The following are guidelines for the faculty and the HMSOM leadership and departmental committees and the Appointment and Promotions Committee to use in evaluating faculty candidates for appointment or promotion. Table 1 specifies the number of LORs required for initial, reappointment, and promotion for each faculty rank and path. It is desirable, but not mandatory, to demonstrate excellence in the 3 areas of teaching, scholarship, and service. It is expected that a candidate demonstrates excellence in one area and strengths in the other two. There is a 6-year minimum duration of service at a given rank before a Faculty Member may apply for promotion at the HMSOM. This service may be at the HMSOM or any U.S. academic institution or LCME accredited medical school before appointment at the HMSOM. Exceptions may be made on an individual basis.

Appointment or Promotion to Assistant Professor (6-year appointment)
For an appointment, candidates must demonstrate a breadth of accomplishments in one or more of the criteria categories of teaching, scholarship, and service. For promotion, candidates must demonstrate a level of excellence in one category and strength in the other two categories. In rare exceptions, substantial accomplishments in <3 categories will suffice.

Requirements include:

1. Curriculum vitae (using HMSOM format) showing achievements in teaching, scholarship, and service.
2. LORs as shown in **PART ONE** - Table 1.
3. Eligibility for board certification in a primary specialty or subspecialty, as applicable, for initial appointment, and attainment and maintenance of active board certification in a primary specialty or subspecialty, as applicable, for reappointment. For late-career reappointments and/or in exceptional circumstances, and at the discretion of the APC, board certification that has become inactive may be accepted.

Guidelines include:

Teaching: evidence of teaching effectiveness or potential to teach effectively, such as:

1. Authorship of enduring teaching materials (teaching cases, curricula, syllabi or course/clerkship design).
2. Very positive learner evaluations at HMSOM and/or HMH clinical facilities.
3. Formal mentorship of students or residents, with significant level of responsibility.
    - Formal mentorship is defined as consistent, prolonged mentoring of trainees (such as for research and clinical skills)

Scholarship: evidence of scholarship or the potential to conduct scholarship (including research) such as:

1. One or more original publications in peer-reviewed journals; candidates who are in their first faculty position after completing their training do not have to have publications.
2. Invited publications such as book chapters, editorials, review articles or monographs.
3. Presentations (oral or posters) at national symposia or conferences.
4. Participation as an investigator in clinical trials, basic science, educational or clinical research projects.

Service: evidence of meaningful service to institution, profession, and community, such as:

1. Membership in departmental, HMSOM and/or HMH committees.
2. Membership in medical specialty organizations, professional societies and/or healthcare advocacy groups.
3. Participation in inter-professional and trans-institutional activities.
4. Community service (e.g., guest presentations, judging or mentoring science fairs and/or student presentations.

Appointment or Promotion to Associate Professor (6-year appointment)

In addition to the requirements for Assistant Professor, the rank of Associate Professor assumes a more extensive contribution to the academic mission than that of an Assistant Professor. This level of contribution usually indicates regional or national recognition for academic contributions and is not based solely on duration of service.

Requirements include:

1. Applicants for Associate Professor usually hold the rank of Assistant Professor at the HMSOM or at another U.S.-accredited (or internationally recognized) institution for ≥5 years.
2. CV and Faculty Portfolio (using HMSOM format) describing the focus of academic activities and providing samples.
3. Academic Department Chair's Letter and LORs as shown in **PART ONE** - Table 1.
4. For applicants in the Teaching and Clinical Medicine paths, ≥2 original publications, preferably in high impact factor peer-reviewed journals, TWO of which have PMID#s and were published since the last promotion as first, senior and/or corresponding author. For applicants in the Research path, ≥ 5 original publications, preferably in high impact factor peer-reviewed journals, FIVE of which have PMID#s and were published since the last promotion as first, senior and/or corresponding author.

Guidelines include:

Teaching

1. Sustained and substantial contributions to departmental or HMSOM educational activities, such as curricular design, significant course content or learning process design, evaluation methodologies.
2. Formal mentorship of HMSOM or other faculty, students, trainees, or residents (time, activity, process, outcomes).
3. Significant dedication to teaching in laboratory, classroom, community, clinic, and hospital settings with very positive learner evaluations at HMSOM and/or HMH clinical facilities.
4. Recognition for teaching activities (awards, recognition intramurally and extramurally).
5. Leadership administrative roles in educational programs and committees (time and role).

Scholarship

1. Publications such as books, book chapters, editorials, monographs and/or review articles.
2. Regional recognition for clinical, investigational, research and/or teaching activities.
3. Grant support – ongoing significant intramural and/or extramural federal or foundation funding with significant percentage of time and activity, as an independent investigator.

Service

1. Division and/or Section Director of an Academic Department at HMSOM and/or HMH.
2. Membership in and documented contributions to scientific or professional activities, such as study sections, review panels, or professional or advocacy society committees.
3. Editorial board member and/or manuscript reviewer for professional journals.
4. Substantial participation in, or leadership of, extramural symposia or conferences.
5. Evidence of an active membership in professional and/or related organizations.

Appointment or Promotion to Full Professor (6-year appointment)

In addition to the requirements for Associate Professor, the rank of Full Professor assumes a more extensive contribution to the academic mission than that of Associate Professor. This level of contribution usually indicates national or international recognition for academic contributions and is not based solely on duration of service.

Requirements include:

1. Applicants for Full Professor usually hold the rank of Associate Professor at the HMSOM or at another U.S.-accredited (or internationally recognized) institution for ≥5 years.
2. CV and Faculty Portfolio (using HMSOM format) describing the focus of academic activities and providing samples.
3. Academic Department Chair's Letter and LORs as shown in **PART ONE** - Table 1.

Guidelines include:

Teaching

1. Sustained and substantial contributions to HMSOM educational activities, such as curricular design, significant course content or learning process design, evaluation methodologies, and clerkship, residency or fellowship directorships.
2. Formal mentorship of HMSOM or other faculty, students, trainees or residents (time, activity, process, outcomes).
3. Significant dedication to teaching in laboratory, classroom, community, clinic and/or hospital settings with very positive learner evaluations at HMSOM and/or HMH facilities.
4. Recognition for teaching activities (awards, recognition intramurally and extramurally).
5. Leadership/administrative roles in educational programs and committees (time and role).
6. For applicants in the Teaching and Clinical Medicine paths, ≥4 original publications, preferably in high impact factor peer-reviewed journals, FOUR of which have PMID#s and were published since the last promotion as first, senior and/or corresponding author. For applicants in the Research path, ≥10 original publications, preferably in high impact factor peer-reviewed journals, TEN of which have PMID#s and were published since the last promotion as first, senior and/or corresponding author.

Scholarship

1. Invited publications such as books, book chapters, editorials, monographs, textbook editor, and/or review articles.
2. Leadership in scientific or professional activities such as chairing study sections, review panels, editorial boards, or professional or advocacy societies.
3. Ongoing significant extramural grant or contract support and leadership in clinical trials, basic science, translational, clinical and/or educational research projects and/or leadership in multisite studies.
4. Leadership of extramural symposia and/or conferences.

Service

1. Chair/Vice-Chair of an Academic Department at HMSOM and/or HMH.
2. Professional, governmental or scientific honors or awards for service, leadership and/or research.
3. Leadership of departmental, HMSOM, and/or HMH committees.
4. Journal editorial role or Editor-in-chief or Associate Editor.
5. Documented leadership in a medical specialty, professional organization, healthcare advocacy group, community health organization and/or in inter-professional and trans-institutional activities.

NAVIGATING APPOINTMENTS AND PROMOTIONS AT THE HACKENSACK MERIDIAN SCHOOL OF MEDICINE

PART FOUR – RESOURCES FOR NEW APPLICANTS AND FACULTY
(Revised March 2023)

Format of the Curriculum Vitae with Bibliography

YOUR FULL NAME

PROFESSIONAL ADDRESS: (include contact information – email and telephone #)

1. **EDUCATION:** (start with college and proceed chronologically listing institutions, dates, and degrees)
   a. Undergraduate
      1988 – 1992
   b. Graduate
      1992 – 1996
   c. Professional
      1996 – 2022

2. **POSTDOCTORAL TRAINING:**
   a. Internship and Residencies
      1996 – 1997 Resident (PGY 1)
      1997– 2000 Resident (PGY 2-4)
   b. Fellowships
      2000 – 2004

3.LICENSURE:
   a. N.J. Medical License - Expiration Date:
   b. C.A. Medical License - Expiration Date:
   c. N.Y. Medical License - Expiration Date:

4. **BOARD CERTIFICATIONS:** (list initial, and all MOC and dates)
   a. Specialty Board: American Board of
   b. Subspecialty Board:

   Other Certifications:

5. **PROFESSIONAL EMPLOYMENT:** (list each position chronologically with title and dates)
   1999 – 2004
   2004 – Present

6. **HOSPITAL APPOINTMENTS:** (list each position chronologically with title and dates)
   1999 – 2003
   2003 – Present

7. **ACADEMIC APPOINTMENTS:** (list each position chronologically with title and dates)
   2002 – 2008
   2008 – Present

8. **OTHER PROFESSIONAL POSITIONS & MAJOR VISITING APPOINTMENTS:**

9. **AWARDS, HONORS, & SCHOLARSHIPS:**

10. **BOARDS OF DIRECTORS/ADVISORY BOARDS/TRUSTEES:**

11. **MAJOR COMMITTEE ASSIGNMENTS:**
    a. HMSOM
    b. HMH
    c. Others

12. **MEMBERSHIPS, OFFICES, & COMMITTEE ASSIGNMENTS IN PROFESSIONAL SOCIETIES:**
    1995– Present American Medical Association – Member

13. **CONFERENCE SERVICE as ORGANIZER, WORKSHOP/CME COURSE LEADER, SESSION MODERATOR (etc.):**

14. **STUDY SECTION SERVICE (governmental and/or private funding agencies):**
    Name of study section, funding agency, and dates of service

15. **GRANT HISTORY:**
    Principal Investigator – Name & Home Institution
    Role of the applicant (PI, Co-Investigator, Consultant, etc.)
    Grant Title
    Awarding agency
    Grant amount
    Start and end dates

16. **MAJOR ADMINISTRATIVE RESPONSIBILITIES:**

17. **PRINCIPAL CLINICAL AND HOSPITAL SERVICE RESPONSIBILITIES:**

18. **MAJOR TEACHING EXPERIENCES:** (include school, course, role, learners, and years teaching)

19. TEACHING AND MENTORING ACTIVITIES:

Student/Fellow/Resident Names	Years	Practice
	2009-2012	St. Joseph's University Medical Center
	2012-2015	Rutgers New Jersey Medical School
	2014-2017	Western Connecticut Health Network
	2018-2021	Lehigh Valley Health Network
	2020-2023	Hackensack University Medical Center

20. PEER-REVIEWED JOURNAL ARTICLES:

Follow the AMA style: abbreviate journal names according to PubMed. List citations chronologically in each section (see below). Authors should be listed in the order in which they appear, followed by the complete title, journal, volume number, issue number, pages, year of publication in ( ) and PMID#. List all authors and/or editors up to **7** (if >**7**, list the first 3 followed by "et al."); show your name in **BOLD**. List *articles accepted for publication* as (*in press*), with the journal name and year. Do NOT include articles in preparation or submitted for publication. Do not list papers under review/submitted.

Examples of publication formats:

1. Alias J, **Smith J**, Jones RW, et al. A study of physician behavior. *JAMA* 2018;401:1188-1201 PMID: ###
2. Doe J & **Smith J**. Writing over and over. NEJM. doi:10.1001/nejm.2019.### (2019) PMID: ###
3. Andrews K & **Smith J**. Centers for Medicare & Medicaid Services. CMS proposals to implement certain disclosure provisions of the Affordable Care Act (2022)

21. BOOKS, BOOK CHAPTERS, & REVIEWS: (include online peer-reviewed publications)

Example of online publication and book format:

1. http://www.cms.gov/apps/media/press/factsheet.asp?Counter=4221. Accessed January 30, 2012.
2. **Smith J,** Adult B, Friend C, eds. *Textbook of Medicine*. New York, NY: McGraw Hill Medical; 2018

22. ABSTRACTS: (include only those that you personally presented; distinguish oral from poster)

Example of abstract format:

1. **Smith J**, Miller RW, Jackson P. The Genetics of Autism. American Society of Human Genetics, Orlando, Florida. November 2020. (oral presentation)
2. Miller RW, Jackson P, **Smith J.** Clinical Features that distinguish the Endophenotypes of Autism. Society for Neuroscience, San Francisco, California. March 2022. (poster presentation)

23. INTERNATIONAL & NATIONAL PRESENTATIONS/GRAND ROUNDS (invited):

24. VISITING PROFESSORSHIPS:

25. MAJOR RESEARCH INTERESTS (optional):

References available upon request

HMSOM Academic Department Chairs

Anesthesiology	Mark Schlesinger, MD
Emergency Medicine	Joseph Underwood, MD
Family Medicine	Robin Winter, MD
Internal Medicine	Laurie Jacobs, MD
Medical Sciences	Stanley Terlecky, PhD
Neurology	Florian Thomas, MD, PhD
Neurosurgery	Patrick Roth, MD
Obstetrics and Gynecology	Manuel Alvarez, MD
Oncology	Andre Goy, MD
Orthopedic Surgery	Yair Kissin, MD (interim)
Otolaryngology	Brian Benson, MD
Pathology	Ciaran Mannion, MD
Pediatrics	Harpreet Pall, MD
Physical Medicine & Rehabilitation	Sara Cuccurullo, MD
Psychiatry & Behavioral Health	Gary Small, MD
Radiology	George Ferrone, MD
Surgery	Howard Ross, MD
Urology	Michael Stifelman, MD

Application and Promotion Checklist

❑ **Meet with HMSOM Academic Department Chair or designee**

- Select Path (Teaching, Research, Clinical Medicine)
- Select Rank that candidate will seek
- Review CV and Faculty Portfolio
- Academic Department Chair confirms that candidate meets minimum criteria for rank (Teaching, Scholarship, and Service)
- Select extramural and intramural references

❑ **Applicant completes Application**

- Finalizes HMSOM formatted CV with Bibliography
- Finalizes Faculty Portfolio as applicable
- Finalizes identification of references
- Consents to background check

❑ **Submit application to APC**

- Office of Faculty reviews application
- Office of Faculty assigns applications for senior ranks to Ad hoc committee