



# **APT** **MANUAL**

**APPOINTMENT AND PROMOTION**



**Herbert Wertheim  
College of Medicine**

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## INTRODUCTION / GENERAL CONSIDERATIONS

### Purpose of This Manual

This manual aims to clearly communicate to prospective faculty, faculty, and all others with significant roles regarding the processes of appointments, promotions, tenure, and/or periodic reviews of faculty performance, and the standards and expectations necessary for their effective participation in these processes at the Herbert Wertheim College of Medicine.

### HWCOM Appointment, Promotion, and Tenure (APT) Committee

The HWCOM Appointment, Promotion, and Tenure (APT) Committee shall evaluate all candidates for appointment, rank, and promotion. This committee will receive and consider recommendations from the department committee and the HWCOM Department Chair responsible for the individual under consideration.

The members of the APT Committee shall be elected by the Faculty Assembly, with the approval of the Dean. The committee shall have a minimum of five elected members who hold the rank of Associate Professor or Professor, one of whom will be elected by the committee members as chair and approved by the Dean to serve as chair. This committee shall have tenure and non-tenure faculty.

The APT Committee includes a separate Tenure Subcommittee, which shall evaluate candidates being considered for tenure and promotion in the tenure track as per FIU guidelines and makes recommendations in accordance with the *APT Manual*, the *FIU Tenure and Promotion Manual*, and any other applicable policies or regulations. The APT Tenure Subcommittee shall be comprised of three tenured faculty members approved by the Dean. Recommendations for tenure and tenure-track faculty will be made by the Tenure Subcommittee. The APT Committee will receive the Tenure Subcommittee's recommendation and forward it to the Dean. All determinations regarding tenure and tenure-track faculty shall be made in accordance with University policy. See the FIU Tenure and Promotion Manual.

## TRACKS AND RANKS

The College of Medicine offers both Tenure and Non-Tenure Tracks.

The Tenure Track includes the following ranks: Assistant Professor, Associate Professor, Professor, and Distinguished Professor.

The Non-Tenure Tracks consist of five categories: Scholar, Medical Librarian, Physician Assistant, Community-Based, Adjunct. Scholar Faculty includes individuals who are paid by FIU, as well as Core or affiliated faculty—those designated by FIU or an affiliated institution whose teaching, clinical, research, or administrative roles are essential to the tripartite mission (clinical, research, education) of HWCOC and its affiliates.

All appointments within the Scholar Track must be approved by the Department Chair and the Office of Faculty Affairs.

Tracks	Sub Tracks	Ranks
<b>Tenure</b>	N/A	Assistant Professor Associate Professor Professor
<b>Non-Tenure</b>	Scholar* (Clinical, Educator, or Research)	Instructor Assistant Professor Associate Professor Professor
	Medical Librarian (ML)	Instructor Medical Librarian Assistant Medical Librarian Associate Medical Librarian Professor Medical Librarian
	Physician Assistant (Clinical or Educator)	Instructor Assistant Professor Associate Professor Professor
	Community-Based** (Clinical, Educator, or Research)	Instructor Assistant Professor Associate Professor Professor
	Adjunct ***	Adjunct Instructor Adjunct Assistant Professor Adjunct Associate Professor Adjunct Professor

\*The Scholar Track Faculty designation recognizes individuals—whether directly employed by FIU or affiliated with external institutions—who actively contribute to the College of Medicine's missions of education, research, and clinical care. Appointments reflect a sustained academic role with assigned effort aligned to their responsibilities. \*\*Community-based are usually not paid by FIU. \*\*\*Adjunct faculty have a primary appointment at another institution of higher education. They may be paid or unpaid by FIU.

**SCHOLAR, MEDICAL LIBRARIAN, AND  
PHYSICIAN ASSISTANT, SUB-TRACKS**

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## A. General Considerations

Non-tenured faculty members are at-will employees. All non-tenured faculty appointments in HWCOR will have their conditions of employment stated in writing at the time of their appointment. All paid faculty in the non-tenured track shall be appointed as members of either the Scholar track, the Physician Assistant track, or the Medical Librarian track in HWCOR.

When board eligibility or certification is required for the appointment or promotion of MD or DO candidates, it specifically refers to one of the boards or subspecialty boards recognized by the American Board of Medical Specialties or the American Osteopathic Association Board. Certifications from other boards, including those outside the U.S., may be considered on a case-by-case basis if it is known that the other board employs equivalent or more rigorous criteria for granting certification.

## B. Tracks and Ranks

Faculty members in the non-tenure tracks may participate in at least one of the following academic missions of HWCOR: administrative, education, research, patient care, and service. Faculty members will be expected to serve on committees in the HWCOR, the University, and professional organizations relevant to their areas of expertise/interest. The assignment of responsibilities, focus of scholarly approach and scholarship, and area of reputation dictate the criteria upon which faculty members will be evaluated and the basis on which decisions regarding promotion will be determined as described in this manual.

1. Clinical Scholar Track: Faculty members in this track will be expected to have most of their effort assigned to patient care, health care management/leadership/administration, and/or health outcomes-related research. The scholarly activity and scholarship may include clinical, epidemiologic, and/or health systems domains. They may also engage in scholarly approaches and/or scholarship in medical student or resident/fellow or faculty education.
2. Educator Scholar Track: Faculty members in this track will be from various disciplines whose primary professional activities will be in curriculum development, mentoring/advising, teaching, learner assessment, and/or educational leadership, including administrative leadership. Faculty members will be expected to engage in scholarship related to these activities. Faculty members' scholarly achievements and reputation should primarily be in the education or related field. For faculty who are on the Educator Scholar track but have primarily an administrative assignment, it is most important to consider the domains of curriculum, mentoring/advising, and/or educational leadership/administration for appointment and promotion according to their assignments.

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3. Research Scholar Track: Faculty members in this track will be expected to have a majority of their effort devoted to biomedical, clinical, or translational research. They may engage in clinical, teaching and/or administration. The research activity of these faculty members will typically have an integral role in a major laboratory effort or clinical research program, and may have independent funding or be co-Principal investigators on related research teams. Faculty members will be expected to engage in scholarly approaches and/or scholarship in medical student or resident, fellow, and faculty education.

## C. Appointments: Process and Qualifications

### 1. Process

Faculty appointments in the non-tenure Clinical Scholar, Educator Scholar, and Research Scholar tracks will be at the discretion of the chairs and require review by the APT Committee and the approval of the Dean. Reappointments are determined at the discretion of the chair with approval of the Dean. Physician fellows in training will be on the Community-Based Clinical Scholar track.

### 2. Qualifications

#### a. Clinical Scholar Track

- i. **Instructor**: Candidates for appointment as Instructors in the Clinical Scholar track should generally be board-eligible in their medical specialties, if they are physicians. Candidates should demonstrate the potential to develop the characteristics to achieve higher ranks in this track. Physician fellows in training will be appointed as Clinical Scholar Instructors.
- ii. **Assistant Professor**: Candidates for appointment to the rank of Assistant Professor in the Clinical track will hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active. Candidates for appointment to the rank of Assistant Professor in the Clinical Scholar track who deliver direct patient care should generally be board-eligible in their medical specialties. For those faculty who have received medical training in U.S. institutions, it is expected that board certification should occur within a one-year period of faculty appointment. Candidates who do not deliver direct patient care are generally expected to hold a terminal degree in their field. Each candidate must show promise to develop the characteristics to achieve higher ranks in this track, including the use of a scholarly approach to patient care and/or health



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outcomes-related scholarship, evaluation, or management/leadership.

- iii. **Associate Professor:** Candidates for appointment to the rank of Associate Professor in the Clinical Scholar track will hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active. Candidates for appointment to the rank of Associate Professor in the Clinical track are also generally expected to be board-certified (if applicable) and must demonstrate outstanding clinical care or health outcomes-related activities, or management, administration, and leadership. Leadership in a related regional or national organization constitutes evidence of leadership. Their scholarly and leadership approach should be sufficient to establish a strong local/regional reputation in their field and should demonstrate a clear promise of a national or international reputation with continued consistent performance.
- iv. **Professor:** Candidates for appointment to the rank of Professor in the Clinical track will hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active. Candidates for appointment to the rank of Professor in the Clinical track are also expected to be board-certified (if applicable). For appointment to the rank of Professor in Clinical Scholar track, the candidate shall demonstrate continuous outstanding performance in clinical care, health outcomes-related scholarship, evaluation, or management/leadership sufficient to achieve a national and/or international reputation in their field.

b. Research Scholar Track

- i. **Instructor:** Candidates for appointment to the rank of Instructor in the Research Scholar track must demonstrate contributions to current or the ability to contribute to planned biomedical, clinical, or translational research activities. Instructors are generally expected to hold a terminal degree in their field and must be capable of executing unsupervised experimentation.
- ii. **Assistant Professor:** Candidates for appointment to the rank of Assistant Professor in the Research Scholar track will hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active with evidence of the ability to contribute to current or planned biomedical, clinical, or translational research programs. Candidates shall additionally have demonstrated academic promise sufficient either to

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become an independent investigator or to be a sustaining member of a program project or research team.

- iii. **Associate Professor:** Candidates for appointment to the rank of Associate Professor in the Research Scholar track will hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active with evidence of the ability to contribute to current or planned biomedical, clinical, or translational research programs. Candidates must show evidence of peer-reviewed publications and participation in funded projects as a co-Principal investigator (integral part of a research team) or as the Principal investigator. Candidates must have an integral role in a major funded laboratory or clinical research program. Their scholarly approach and scholarship should be sufficient to establish a strong local/regional reputation in their field and demonstrate clear promise of a national or international reputation with continued consistent performance.
- iv. **Professor:** For appointment to the rank of Professor in the Research Scholar track, the candidate will hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active with evidence of the ability to contribute to current or planned biomedical, clinical, or translational research programs. The Candidate shall demonstrate continuing outstanding performance in scholarship and substantial achievements sufficient to achieve a national or international reputation in their field. The expectation is that a candidate will be serving in an integral and leadership role in a funded program with publications and contributing to the program's research portfolio by actively participating in a major role in funded projects in the laboratory. The candidate may also have obtained independent funding.

c. Educator Scholar Track

- i. **Instructor:** Candidates for appointment to the rank of Instructor in the Educator Scholar track shall be from various disciplines. Their primary professional activities at FIU shall be in curriculum development, mentoring/advising, teaching, learner assessment, and/or educational leadership, as well as in scholarship related to these activities. Candidates may also have engagement in clinical practice or research. Candidates must demonstrate contributions to current educational activities or the ability to contribute to planned educational activities. Their scholarly achievements and reputation shall be primarily in

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education or related field. Educational scholarship/activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational leadership. Instructors are generally expected to hold a terminal degree in their field.

- ii. **Assistant Professor:** Candidates for appointment to the rank of Assistant Professor in the Educator Scholar track shall be generally expected to hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active with evidence of the ability to contribute to current or planned educational activities using a scholarly approach. Their scholarly achievements and reputation shall be primarily in education or related field. Educational scholarship activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational or administrative leadership. Candidates may have an engagement in clinical practice or research.
- iii. **Associate Professor:** Candidates for appointment to the rank of Associate Professor in the Educator Scholar track must hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active, with evidence of the ability to contribute to current or planned educational activities. Their scholarly achievements and reputation shall be primarily in education or related field. Their use of a scholarly approach and scholarship should be sufficient to establish a strong local/regional reputation in education. Educational scholarship activities shall be defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational or administrative leadership. Candidates may have an engagement in clinical practice and research.
- iv. **Professor:** For appointment to the rank of Professor in the Educator Scholar track, the candidate must hold a terminal professional degree (usually the MD, DO, or PhD) in the field in which such candidate is active with evidence of the ability to contribute to current or planned educational activities programs. Their scholarly achievements and reputation shall be primarily in education or related field. Candidates should demonstrate achievements sufficient to establish a strong national and/or international reputation in education. Educational activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, publications,

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and/or educational or administrative leadership. Publications may include novel approaches to medical education or reviews thereof. The candidate may have engagement in clinical practice or research.

## D. Promotions: Criteria and Process

### 1. Criteria for Promotion

The criteria for promotion are described as follows: Each department may establish additional criteria relative to the roles of teaching, research/scholarship, and service/patient care in their discipline. The level of reputation and the consistency of quality and duration of productivity and service shall be used to distinguish the Assistant Professor, Associate Professor, and Professor ranks. Promotion to Associate Professor requires a strong local/regional reputation with the promise of a national or international reputation. Promotion to Professor shall require a strong national or international reputation. Faculty should verify with their Department Chair for specific guidelines.

- a. **Clinical Scholar Track:** Achievements for promotion may include activities related to education, patient care, clinical research, health outcomes or clinical management/leadership, and/or health outcomes-related research. Scholarship, teaching, and professional/leadership service will be requisites for promotion to Assistant Professor, Associate Professor, or Professor in the Clinical Scholar track. The scholarly activity and scholarship may include clinical, epidemiologic, and/or health systems domains. They may also engage in scholarly approaches and/or scholarship in medical student or resident/fellow education.

The balance of accomplishments within each criterion listed below may vary significantly between candidates. However, candidates must meet the established requirements to qualify for appointment or promotion. It is not necessary for a candidate to fulfill every example provided under these criteria.

- i. Promotion from Instructor to Assistant Professor: To qualify for promotion to Assistant Professor in the Clinical Scholar track, the faculty member must meet the criteria to be appointed as an Assistant Professor in the Clinical Scholar track.
- ii. Promotion from Assistant Professor to Associate Professor: To qualify for promotion from Assistant Professor to Associate Professor in the Clinical Scholar track, the faculty member must meet the criteria to be appointed as an Associate Professor in

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the Clinical Scholar track. Candidates for promotion must generally have a minimum of five years of professional experience as a medical school faculty member and must hold the preceding rank for five years, except in exceptional circumstances.

- iii. Promotion from Associate Professor to Professor: To qualify for promotion from Associate Professor to Professor in the Clinical Scholar track, the faculty member must meet the criteria to be appointed as a Professor in the Clinical Scholar track. Candidates for promotion must hold the preceding rank for five years, except in exceptional circumstances.
- b. **Research Scholar Track:** Promotions in the Research Scholar track shall be based on research accomplishments and professional experience. The faculty member must hold a terminal professional degree, usually an MD, DO, or PhD. Candidates for promotion to Associate Professor in the Research Scholar track should have research publications and demonstrate productivity as individuals and as team members and/or leaders. Scholarship is required for promotion or appointment as an Associate Professor or Professor in the Research Scholar track; mentoring, teaching, and professional service are typically necessary. To qualify for appointment or promotion to Associate Professor or Professor in the Research Scholar track, the greater emphasis will be placed on scholarly activity, including actively participating in funded research as part of a research team or as an independent investigator. Evidence of teaching or professional service will also be considered for those candidates.
  - i. Promotion from Instructor to Assistant Professor: To qualify for promotion to Assistant Professor in the Research Scholar track, the faculty member must meet the criteria to be appointed as an Assistant Professor in the Research track. Candidates for promotion must have twenty-four months of professional experience as a medical school faculty member.
  - ii. Promotion from Assistant Professor to Associate Professor: To qualify for promotion from Assistant Professor to Associate Professor in the Research Scholar track, the faculty member must meet the criteria to be appointed as an Associate Professor in the Research Scholar track. Candidates for promotion must hold the preceding rank for five years, except in exceptional circumstances.
  - iii. Promotion from Associate Professor to Professor: To qualify for promotion from Associate Professor to Professor in the

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Research Scholar track, the faculty member must meet the criteria to be appointed as a Professor in the Research Scholar track. Candidates for promotion must hold the preceding rank for five years, except in exceptional circumstances.

- c. **Educator Scholar Track:** Faculty members in this track shall be from various disciplines in clinical medicine, biological science, behavioral and social science, and medical humanities. Their primary professional activities at FIU shall be in curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational leadership, as well as in scholarship related to these activities. Faculty members' scholarly achievements and reputation shall be primarily in health professions education. Faculty members may also engage in scholarly approaches and/or scholarship in clinical medicine, biological science, behavioral and social science, legal, and/or medical humanities domains. Faculty members may engage in clinical practice and research. Consideration for promotion will be based on the breadth of excellent and outstanding performance across one or more of the five domains (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/administration) of educational activity and the consistent use of a scholarly approach. For faculty who are on the Educator Scholar track, but have primarily an administrative assignment, factors such as the domains of curriculum, mentoring/advising, and/or educational leadership/administration shall be considered for appointment and promotion.
- i. Promotion from Instructor to Assistant Professor: To qualify for promotion to Assistant Professor in the Educator Scholar track, the faculty member must meet the criteria to be appointed as an Assistant Professor in the Educator Scholar track.
- ii. Promotion from Assistant Professor to Associate Professor: To qualify for promotion from Assistant Professor to Associate Professor in the Educator Scholar track, the faculty member must meet the criteria to be appointed as an Associate Professor in the Educator Scholar track. Faculty members must hold the preceding rank for a minimum of five years, except in exceptional circumstances. Consideration will be based on the breadth of excellent and outstanding performance across one or more of the five domains of educational activity (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/ administration) and the consistent use of a scholarly approach. The candidate should effectively and constructively participate in community or institutional service.

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- iii. Promotion from Associate Professor to Professor: To qualify for promotion from Associate Professor to Professor in the Educator Scholar track, the faculty member must meet the criteria to be appointed as a Professor in the Educator Scholar track. Faculty members must hold the preceding rank for a minimum of five years, except in exceptional circumstances. Consideration will be based on the breadth of excellent and outstanding performance across one or more of the five domains of educational activity (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/ administration), the consistent use of a scholarly approach, and from publications. The candidate should effectively and constructively participate in community or institutional service.

## 2. Promotion Process

Promotions in the Scholar non-tenure tracks (Clinical Scholar, Research Scholar, and Educator Scholar) will be initiated at the departmental level and will be based on cumulative yearly evaluation and support of the candidate's accomplishments and contributions to the missions of HWCOM. Department Chairs will provide the Office of Faculty Affairs with the names of potential candidates for promotion. The Office of Faculty Affairs will provide those names to the Office of the Provost before the annual deadline for promotion. The Provost reviews the candidates to ensure they meet the criteria to go up for promotion and notifies the candidates. Then, the candidates can start preparing and submitting their promotion packet.

- a. **Faculty Member's Responsibility:** Each faculty member eligible for promotion shall submit a file for promotion. Guidelines and guidance for the content of the promotion file are found in the documents listed in [Faculty Resources](#) under Tenure, Promotions, and Appointments. Please refer to the *FIU Tenure and Promotion Manual* in the non-tenure earning section.
- b. **Departmental Responsibilities and Letters of Evaluation:** The Department Chair is responsible for assembling a department promotion committee. Additionally, the Department Chair is responsible for three elements of the promotions file that will be submitted to the APT Committee: (1) All annual reviews since appointment or last promotion. (2) Solicitation of letters of evaluation from reviewers. These solicitations should be accompanied by the candidate's curriculum vitae, biographical summary and statements of teaching, research/creative works, and service. It is imperative that



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evaluators supporting promotions to the Professor level be positioned to attest to the candidate's national/international reputation. (3) Departmental promotion committee's report and Department Chair's letter of support/recommendation.

Letters of evaluation for candidates must be confidential and not come from individuals who are any of the following:

- i. A relative or close friend, or an individual with a personal relationship with the nominee
- ii. An individual who is closely professionally affiliated with the nominee, as a result of having, in the last five years:
  - A. been a Supervisor or trainee of the nominee
  - B. shared funding with the nominee or have plans to do so in the immediate future
  - C. considered themselves for any reason unable to provide an impartial review of the nomination.

The departmental promotion committee will then review the completed applicant file and provide a recommendation whether to recommend promotion. Assistant, Associate, or full Professors may vote in promotions to Assistant Professor. Associate Professors and Professors may vote on applicants in the Assistant to Associate Professor promotions process. Only Professors and Distinguished Professors may vote on promotions to Professor.

The chair will vote as a member of the department in the case of fewer than three eligible faculty members. When the department has more than three eligible faculty members, the chair will provide an independent review and documented recommendation for the file. When the department has fewer than three members (including the chair), the Dean shall appoint faculty members from other HWCOT departments to constitute the departmental promotion committee until enough eligible members have been appointed to the department.

Department policy will address who may be present at the meeting to discuss promotion files and whether faculty may attend remotely. Voting by proxy is not permitted.

- c. **APT Committee Review:** The promotion file will then be forwarded to the APT Committee regardless of the department's recommendation. The APT Committee will review the file and make a recommendation to the Dean.



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- d. **Dean:** The Dean along with the Associate Dean of Faculty Affairs will review the file to recommend or deny promotion. The Dean's recommendation, along with the promotion file, will be forwarded to the Provost for review and final determination.
  - e. **The faculty:** can appeal any decision at any point in the promotion process by informing the Office of Faculty Affairs in writing.

## E. Evaluations and Maintenance of Status

At HWCOT, it is expected that each non-tenured faculty member must satisfactorily meet performance standards as described in this *Promotion and Tenure Manual* and established criteria by the faculty member's department throughout the length of his or her service at FIU. It is further expected that as each faculty member advances in rank and seniority, the faculty member will effectively fulfill the commensurately greater responsibilities attending his or her advanced status. The following policies are enacted to ensure the faculty member's development and effective service at HWCOT:

1. **Self-evaluation:** Each non-tenured faculty member shall prepare an annual report for his or her chair. The report shall enumerate his or her activities for the past year in the areas of administrative, teaching, research/scholarly activities, and service. The report should include the courses taught, any course materials developed, any publications completed or in progress, presentations made, other professional activities, civic and community activities, and any other information the faculty member believes is relevant to his or her service at HWCOT. In addition, the faculty member should outline his or her goals and anticipated projects for the next academic year in the areas of teaching, research/ scholarly activities, and/or service.
2. **Chair's Review:** The chair, or his or her designee, shall review each annual report and communicate with the faculty member about the faculty member's activities, student evaluations of teaching, and goals and projects. At the time of this meeting, the chair shall indicate areas of strength as well as any areas in which the faculty member has need for improvement and shall convey any suggestions for improvement and/or paths for development. Where applicable, the chair shall comment on the faculty member's progress toward promotion. The communication shall be documented by a signed agreement from the faculty member and chair.
3. **Academic Administrator Review:** In the event that a faculty member's primary duties are administrative and he or she reports primarily to someone other than a chair, such supervising academic administrator shall review each annual report and communicate with the faculty member about the faculty member's activities, student evaluations of teaching (if applicable), and goals

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and projects. At the time of this meeting, the supervising academic administrator shall indicate areas of strength as well as any areas in which the faculty member has need for improvement and convey any suggestions for improvement and/or paths for development. Where applicable, the supervising academic administrator shall comment on the faculty member's progress toward promotion. The communication shall be documented by a signed agreement from the faculty member and the supervising academic administrator.

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## **MEDICAL LIBRARIAN SUB-TRACK**

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## A. General Considerations

Faculty members of the Medical Library are assigned to the non-tenure tracks and ranks. For faculty in the Medical Librarian track, the terminal degree shall be a master's degree. All Medical Librarian faculty appointments in HWCOM will have their conditions of employment stated in writing at the time of their appointment.

## B. Tracks and Ranks

Faculty members in the non-tenure tracks may participate in all academic missions of HWCOM: teaching, research, and service. Faculty members shall be expected to serve on committees in the HWCOM, the University, and professional organizations relevant to their areas of expertise/interest. The assignment of responsibilities, focus of scholarly approach and scholarship, and area of reputation dictate the criteria upon which faculty members shall be evaluated and the basis on which decisions regarding promotion are determined as described in this manual.

1. Medical Librarian: Faculty members in this track will typically have most of their effort assigned to performing the responsibilities of an academic medical librarian, which involves supporting the HWCOM mission and the goals of the medical library. Professional development, including some scholarly activity and academic service is expected.

## C. Appointments: Process and Qualifications

### 1. Process

Faculty appointments in the non-tenure Medical Librarian track shall be at the discretion of the chair and shall require review by the APT Committee and the approval of the Dean. Reappointments are determined at the discretion of the chair.

### 2. Qualifications

- a. **Instructor Medical Librarian**: Employment in this position shall be considered initial professional employment. Candidates for appointment to the rank of Instructor should hold a Master's in Library and/or Information Science from a school accredited by the American Library Association. Academic records and recommendations should indicate a strong potential for successful performance as an academic librarian. No previous related experience is required, though it is recommended.
- b. **Assistant Medical Librarian (Assistant Professor)**: Candidates for appointment to the rank of Assistant Professor must hold a terminal professional degree (typically an MLS or MLIS). They generally require

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three years of service at the Instructor level. Candidates must demonstrate outstanding performance in their role, characterized by strong professional growth, including continuous learning, consistent skill development, and the application of new knowledge to enhance individual and team success. This includes scholarly contributions such as publications in peer-reviewed journals, presentations at conferences, and serving as a reviewer for scholarly publications. Professional service encompasses service on local, regional, or national committees (including library associations), participation in departmental, college, and/or University committees, and involvement in activities such as accreditation assessments or institutional effectiveness programs. This also includes effective teaching and mentorship, encompassing instruction in various formats (didactic, individual, small group), faculty development activities, and mentorship of students and/or colleagues.

- c. **Associate Medical Librarian (Associate Professor):** Candidates for appointment to the rank of Associate Professor must hold an MLS/MLIS and have five years of experience at the Assistant Professor level. Candidates must demonstrate a strong record of achievement in their professional career. Required qualifications include possession of current certification from the Academy of Health Information Professionals (AHIP); a strong commitment to continuous professional development, including the acquisition and integration of new knowledge and skills to enhance professional practice; evidence of scholarly activity, which may include publications in peer-reviewed journals, presentations at professional conferences, successful grant submissions, or other scholarly contributions; demonstrated excellence in teaching, including effective instruction in various formats (e.g., classroom, online, workshops) and successful mentorship of students, colleagues, or other professionals; and active engagement in service to the library profession and the institution, including service on committees, participation in professional organizations, and contributions to the advancement of the library field.
- d. **Professor Medical Librarian:** Candidates for appointment to the rank of Professor must hold a terminal professional degree (usually MLS or MLIS) and a second master's or EdD or PhD degree. Candidates must also have five years of experience at the Associate Professor level. They must demonstrate a strong record of achievement in their professional career. For appointment to this rank, candidates must achieve the Distinguished Level at the Academy of Health Information Professionals (AHIP) and demonstrate leadership in library and information science, as evidenced by committee work, holding offices, successful project completion, or other significant contributions to the

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institution and the profession; a sustained record of productive scholarly activity that includes research and scholarship that have established a national or international reputation; and continued excellence in teaching and service that encompasses ongoing contributions to instruction and service activities within and beyond the institution.

## **D. Promotions: Criteria and Process**

### **1. Criteria for Promotion**

The criteria for promotion are described as follows: Each department may establish additional criteria relative to the roles of teaching, research/scholarship, and service in their discipline. Level of reputation and the consistency of quality and duration of productivity and service shall distinguish the Assistant Professor, Associate Professor, and Professor ranks. Promotion to Associate Professor shall require a strong local/regional reputation with the promise of a national or international reputation. Promotion to Professor shall require a demonstration of strong regional, national, or international reputation.

- a. **Medical Librarian Track:** Ranks of Medical Librarian faculty parallel those of other members of HWCUM faculty: Instructor Librarian (Instructor), Assistant Librarian (Assistant Professor), Associate Librarian (Associate Professor), and Medical Librarian (Professor).

The following minimum requirements shall be used for promotion consideration for Medical Librarians. Attainment of ranks is not based solely on years of satisfactory performance. Rather, there must be a documented record of distinction in performance, including demonstration of professional expertise, innovation, mature judgment, and creativity. Promotion follows a progressive continuum from Instructor to Medical Librarian (i.e., promotion requests that involve skipping a rank will be denied).

- i. Promotion from Instructor Medical Librarian to Assistant Medical Librarian: To qualify for promotion from Instructor to Assistant Professor in the Medical Librarian track, the faculty member must meet the criteria for appointment at the Assistant Medical Librarian rank. Faculty members typically hold the rank of Instructor Medical Librarian for three years, with exceptions considered in exceptional circumstances.

To be considered for promotion, the candidate must have demonstrated effective job performance, as evidenced by annual evaluations, including areas such as job knowledge,

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dependability, initiative, and professional attitude. Furthermore, the candidate must have made significant contributions to the library, HWCOR, or the University and demonstrated a strong commitment to the library profession. The candidate should also have shown potential for research/scholarly/creative contributions and effectively and constructively participated in community, public, or institutional service.

- ii. Promotion from Assistant Medical Librarian to Associate Medical Librarian: To qualify for promotion from Assistant Medical Librarian to Associate Medical Librarian, the faculty member must meet the criteria to be appointed as an Associate Medical Librarian. Faculty members must hold the preceding rank for five years, except in exceptional circumstances.

To be considered for promotion, the candidate must have demonstrated effective job performance, as evidenced by annual evaluations, including areas such as job knowledge, dependability, initiative, and professional attitude. Furthermore, the candidate must have made substantial contributions to the library, HWCOR, the University, or library professional organizations, demonstrating enhanced responsibility and continued professional growth. The candidate must also have achieved a high level of competence in areas such as bibliographic activities, research, or other specialized areas of librarianship. Finally, the candidate must have effectively and constructively participated in community, public, or institutional service.

- iii. Promotion from Associate Medical Librarian to Professor Medical Librarian: To qualify for promotion from Associate Medical Librarian to Professor Medical Librarian, the faculty member must meet the criteria to be appointed as a Professor Medical Librarian. Faculty members must hold the preceding rank for five years, except in exceptional circumstances.

To be considered for promotion, the candidate must have demonstrated effective job performance, as evidenced by annual evaluations, including areas such as job knowledge, dependability, initiative, and professional attitude, and shown the capacity to exercise the fully developed skills expected at the Professor level. Furthermore, the candidate must have demonstrated exceptional service to the library profession, HWCOR, or the University through successful committee work,

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offices held, projects completed, or other evidence of exceptional commitment to the concerns of the University and the profession.

The candidate must also have made outstanding achievements in the areas of bibliographic activities, research, or professional endeavors demonstrated by proficiency in the candidate's specialized areas of librarianship. Finally, the candidate must have effectively and constructively participated in community, public, or institutional service.

## 2. Promotion Process

Promotions in the Medical Librarian non-tenure track will be initiated by the chair and based on cumulative yearly evaluation and support of the candidate's accomplishments and contributions to the missions of HWCUM. Department Chairs will provide the Office of Faculty Affairs with the names of potential candidates for promotion. The Office of Faculty Affairs will provide those names to the Office of the Provost before the annual deadline for promotion. The Provost reviews the candidates to ensure they meet the criteria to go up for promotion and shall notify the candidates. Then, the candidates can start preparing and submitting their promotion packet.

- a. **Faculty Member's Responsibility:** Each faculty member eligible for promotion shall submit a file for promotion. Guidelines and guidance for the content of the promotion file are found in the documents listed in [Faculty Resources](#) under Tenure, Promotions, and Appointments. Please refer to the *FIU Tenure and Promotion Manual* in the non-tenure earning section.
- b. **Departmental Responsibilities and Letters of Evaluation:** The Department Chair shall be responsible for assembling a department promotion committee. Additionally, the Department Chair shall be responsible for three elements of the promotions file that will be submitted to the APT Committee: (1) All annual reviews since appointment or last promotion. (2) Solicitation of letters of evaluation from reviewers. These solicitations should be accompanied by the candidate's curriculum vitae, biographical summary and statements of teaching, research/creative works, and service. It is imperative that evaluators supporting promotions to the Professor level be positioned to attest to the candidate's national/international reputation. (3) Departmental promotion committee's report and Department Chair's letter of support/recommendation.



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Letters of evaluation for candidates must be confidential and should not come from individuals who are any of the following:

- i. A relative or close friend, or an individual with a personal relationship with the nominee
- ii. An individual who is closely professionally affiliated with the nominee, as a result of having, in the last five years:
  - A. been a Supervisor or trainee of the nominee
  - B. shared funding with the nominee or have plans to do so in the immediate future
  - C. considered themselves for any reason unable to provide an impartial review of the nomination.

The departmental promotion committee will then review the completed applicant file and provide a recommendation whether to recommend promotion. Assistant, Associate, or full Professors may vote in promotions to Assistant Professor. Associate Professors and Professors may vote on applicants in the Assistant to Associate Professor promotions process. Only Professors and Distinguished Professors may vote on promotions to Professor.

The chair will vote as a member of the department in the case of fewer than three eligible faculty members. When the department has more than three eligible faculty members, the chair will provide an independent review and documented recommendation for the file. When the department has fewer than three members (including the chair), the Dean shall appoint faculty members from other HWCOR departments to constitute the departmental promotion committee until enough eligible members have been appointed to the department.

Department policy will address who may be present at the meeting to discuss promotion files and whether faculty may attend remotely. Voting by proxy is not permitted.

- c. **APT Committee Review:** The promotion file will be forwarded to the APT Committee regardless of the department's recommendation. The APT Committee will review the file and make a recommendation to the Dean.
- d. **Dean:** The Dean, along with the Associate Dean of Faculty Affairs, will review the file to recommend or deny promotion. The Dean's recommendation, along with the promotion file, will be forwarded to the Provost for review and final determination.

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- e. **The faculty:** The Faculty can appeal any decision at any point in the promotion process by informing the Office of Faculty Affairs in writing.

## E. Evaluations and Maintenance of Status

At HWCOT, it is expected that each non-tenured faculty member satisfactorily meet performance standards set as described in this *Promotion and Tenure Manual* and established by the faculty member's department throughout the length of his or her service at FIU. It is further expected that as each faculty member advances in rank and seniority, the faculty member will effectively fulfill the commensurately greater responsibilities attending his or her advanced status. The following policies are enacted to ensure the faculty member's development and effective service at HWCOT:

1. **Self-evaluation:** Each non-tenured faculty member shall prepare an annual report for his or her chair. The report shall enumerate his or her activities for the past year in the areas of teaching, research, and service. The report should include the courses taught, any course materials developed, any publications completed or in progress, presentations made, other professional activities, civic and community activities, and any other information the faculty member believes is relevant to his or her service at HWCOT. In addition, the faculty member should outline his or her goals and anticipated projects for the next academic year in the areas of teaching, research, and/or service.
2. **Chair's Review:** The chair, or his or her designee, shall review each annual report and communicate with the faculty member about the faculty member's activities, student evaluations of teaching, and goals and projects. At the time of this meeting, the chair shall indicate areas of strength as well as any areas in which the faculty member has need for improvement and convey any suggestions for improvement or paths for development. Where applicable, the chair shall comment on the faculty member's progress toward promotion. The communication is documented by a signed agreement from the faculty member and chair.
3. **Academic Administrator Review:** In the event that a faculty member's primary duties are administrative and he or she reports primarily to someone other than a chair, such supervising academic administrator shall review each annual report and communicate with the faculty member about the faculty member's activities, student evaluations of teaching (if applicable), and goals and projects. At the time of this meeting, the supervising academic administrator shall indicate areas of strength as well as any areas in which the faculty member has need for improvement and convey any suggestions for improvement or paths for development. Where applicable, the supervising academic administrator shall comment on the faculty member's progress

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toward promotion. The communication is documented by a signed agreement from the faculty member and supervising academic administrator.

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## **PHYSICIAN ASSISTANT SUB-TRACK**

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## Physician Assistant Sub-Track

Physician Assistants are assigned to the Non-Tenure tracks and ranks of either Clinical Scholar or Educator Scholar. For Physician Assistants, the terminal degree is a master's degree. All Physician Assistant faculty must be certified by the National Commission on Certification of Physician Assistants (NCCPA), including the Physician Assistant-Certified (PA-C) designation. Other types of board certification, including certification from boards outside of the U.S., may be considered on a case-by-case basis when another board is known to use equivalent or more rigorous criteria for granting certification.

### A. General Considerations

All non-tenured Clinical and Educator faculty appointments in HWCOM will have their conditions of employment stated in writing at the time of their appointment. All full-time and part-time non-tenured-track faculty shall be appointed as members of either the Clinical track or the Educator track in HWCOM.

Where board eligibility or certification constitutes criteria for appointment or promotion for Physician Assistant candidates, this criteria refers to certification from the National Commission on Certification of Physician Assistants (NCCPA), including the Physician Assistant-Certified (PA-C) designation. Other types of board certification, including certification from boards outside of the U.S., may be considered on a case-by-case basis when another board is known to use equivalent or more rigorous criteria for granting certification.

### B. Tracks and Ranks

Faculty members in the non-tenure track may participate in all academic missions of HWCOM: education, research, patient care, and service. They are expected to serve on committees in the HWCOM and the University and in professional organizations relevant to their areas of expertise/interest. The assignment of responsibilities, focus of scholarly approach and scholarship, and area of reputation dictate the criteria upon which faculty members will be evaluated and the basis on which decisions regarding promotion will be determined as described in this manual.

1. Clinical Track: Faculty members in this track will be expected to have a majority of their effort assigned to patient care. The scholarly activity and scholarship can include clinical, epidemiologic, and/or health systems domains. Faculty members may also engage in scholarly approaches and/or scholarship in medical student, MPAS student, or resident/fellow or faculty education.
2. Educator Track: Faculty members in this track can be from various disciplines whose primary professional activities are in curriculum development, mentoring/advising, teaching, learner assessment, and/or educational

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leadership, including administrative leadership. Faculty members will be expected to engage in scholarship related to these activities. Their scholarly achievements and reputation will be primarily in education. Faculty members may also engage in scholarly approaches and/or scholarship in clinical and/or biomedical domains.

## C. Appointments: Process and Qualifications

### 1. Process

Faculty members' appointment in the non-tenure Clinical and Educator tracks will be at the discretion of the chair and will require review by the APT Committee and the approval of the Dean. Reappointments are determined at the discretion of the chair.

### 2. Qualifications

#### a. Clinical Track

- i. **Instructor:** Candidates for appointment to the rank of Instructor in the Clinical track, if physicians, should generally be board-eligible in their specialties. Candidates should demonstrate the potential to develop the characteristics to achieve higher ranks in this track. Instructors are generally expected to hold a terminal degree in their field. For Physician Assistants at this rank, the terminal degree is a master's degree.
- ii. **Assistant Professor:** Candidates for appointment to the rank of Assistant Professor in the Clinical track will hold a terminal professional degree. For Physician Assistants at this rank, the terminal degree is a master's degree. Candidates who do not deliver direct patient care are generally expected to hold the terminal degree in their field. Each candidate must show promise to develop the characteristics to achieve higher ranks in this track, including the use of a scholarly approach to patient care and/or health outcomes-related scholarship, evaluation, or management/leadership.
- iii. **Associate Professor:** Candidates for appointment to the rank of Associate Professor in the Clinical track will hold a terminal professional degree (master's) and shall be outstanding in clinical care, health outcomes-related activities, or management/administration/leadership. Leadership in a related regional or national organization constitutes evidence of leadership. Their scholarly approach and scholarship should be sufficient to establish a strong local/regional reputation in their

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field and demonstrate clear promise of a national or international reputation with continued consistent performance. Their leadership in administration/management should be sufficient to establish a strong local/regional reputation in their field and demonstrate clear promise of a national or international reputation with continued consistent performance.

- iv. **Professor:** Candidates for appointment to the rank of Professor in the Clinical track will hold a terminal professional degree. For Physician Assistants to receive this rank, the candidate must also hold a doctorate (usually DHSc, DMSc, EdD, PhD). For appointment to the rank of Professor in the Clinical track, the candidate shall demonstrate continuous outstanding performance in clinical care, health outcomes-related scholarship, evaluation, or management/leadership sufficient to achieve a national and/or international reputation in their field.

b. Educator Scholar Track

- i. **Instructor:** Candidates for appointment to the rank of Instructor in the Educator track are from various disciplines in clinical medicine, biological science, behavioral and social science, and medical humanities. Their primary professional activities at FIU are in curriculum development, mentoring/advising, teaching, learner assessment, and/or educational leadership, as well as in scholarship related to these activities. Candidates may also have engagement in clinical practice. Candidates must demonstrate contributions to current educational activities or the ability to contribute to planned educational activities. Educational scholarship/activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational leadership. Instructors are generally expected to hold a terminal degree in their field. For Physician Assistants at this rank, the terminal degree is a master's.
- ii. **Assistant Professor:** Candidates for appointment to the rank of Assistant Professor in the Educator track are generally expected to hold a terminal degree. For Physician Assistants at this rank, the terminal degree is a master's degree. Educational scholarship activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational or administrative leadership. The candidate may have a minor engagement in clinical practice.

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- iii. **Associate Professor:** Candidates for appointment to the rank of Associate Professor in the Educator track will hold a terminal professional degree (master's). Their use of a scholarly approach and scholarship should be sufficient to establish a strong local/regional reputation in education. Educational scholarship activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational or administrative leadership. The candidate may have an engagement in clinical practice.
  - iv. **Professor:** For appointment to the rank of Professor in the Educator track, the candidate must hold a terminal professional degree. For Physician Assistants, to receive this rank, the candidate must have a doctorate (usually DHSc, DMSc, EdD, PhD). Candidates should demonstrate achievements sufficient to establish a strong national and/or international reputation in education. Educational activities are defined as curriculum development/assessment, mentoring/advising, teaching, learner assessment, publications, and/or educational or administrative leadership. Publications may include novel approaches to medical education or reviews thereof. The candidate may have engagement in clinical practice. The qualifications for this rank would be consistent with those required for promotion to this rank, which can be found in this manual.

#### **D. Promotions: Criteria and Process**

The criteria for promotion are described below. Each department may establish additional criteria relative to the roles of teaching, research/scholarship, and service/patient care in their discipline. The level of reputation and the consistency of quality and duration of productivity and service distinguish the Assistant Professor, Associate Professor, and Professor ranks. Promotion to Associate Professor requires a strong local/regional reputation with the promise of a national or international reputation. Promotion to Professor requires demonstration of a strong regional, national, or international reputation.

1. **Clinical Scholar Track:** Achievements can include patient care, clinical research, health outcomes or clinical management/leadership, and/or health outcomes-related research. Faculty in this track typically engage in college-supported teaching. Scholarship, teaching, and professional/leadership service are requisites for promotion to Associate Professor or Professor in the Clinical Scholar track. The scholarly activity and scholarship can include



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clinical, epidemiologic, and/or health systems domains, where the higher level of reputation should be established. They may also engage in scholarly approaches and/or scholarship in medical student, MPAS student, or resident/fellow education.

The balance among accomplishments within each criterion below may vary considerably from one candidate to another, but achievements in accordance with the requirements above must be present before appointment or promotion is granted. It is not necessary that a candidate achieve each and every example under these criteria.

- a. Promotion from Instructor to Assistant Professor: To qualify for promotion to Assistant Professor in the Clinical Scholar track, the faculty member must meet the criteria to be appointed as an Assistant Professor in the Clinical Scholar track.
  - b. Promotions from Assistant Professor to Associate Professor: To qualify for promotion from Assistant Professor to Associate Professor in the Clinical Scholar track, the faculty member must meet the criteria to be appointed as an Associate Professor in the Clinical Scholar track. Candidates for promotion must hold the preceding rank for five years, except in exceptional circumstances.
  - c. Promotions from Associate Professor to Professor: To qualify for promotion from Associate Professor to Professor in the Clinical Scholar track, the faculty member must meet the criteria to be appointed as a Professor in the Clinical Scholar track. Candidates for promotion must hold the preceding rank for five years, except in exceptional circumstances.
2. **Educator Track:** Faculty members in this track should be from various disciplines in clinical medicine, biological science, behavioral and social science, and medical humanities. Faculty members' primary professional activities at FIU shall be in curriculum development/assessment, mentoring/advising, teaching, learner assessment, and/or educational leadership, as well as in scholarship related to these activities. Faculty members' scholarly achievements and reputation shall be primarily in health professions education. Faculty members may also engage in scholarly approaches and/or scholarship in clinical medicine, biological science, behavioral and social science, legal, and/or medical humanities domains. Faculty members may engage in clinical practice. Consideration for promotion will be given to the breadth of excellent and outstanding performance across one or more of the five domains of educational activity and the consistent use of a scholarly approach (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/administration).

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- a. Promotion from Instructor to Assistant Professor: To qualify for promotion to Assistant Professor in the Educator track, the faculty member must meet the criteria to be appointed as an Assistant Professor in the Educator track.
  - b. Promotions from Assistant Professor to Associate Professor: To qualify for promotion from Assistant Professor to Associate Professor in the Educator track, the faculty member must meet the criteria to be appointed as an Associate Professor in the Educator track. Faculty members must hold the preceding rank for five years, except in exceptional circumstances.

Consideration will be given to the breadth of excellent and outstanding performance across one or more of the five domains of educational activity (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/ administration) and the consistent use of a scholarly approach. The candidate should effectively and constructively participate in community or institutional service.

- c. Promotions from Associate Professor to Professor: To qualify for promotion from Associate Professor to Professor in the Educator track, the faculty member must meet the criteria to be appointed as a Professor in the Educator track. Faculty members must hold the preceding rank for five years, except in exceptional circumstances.

Consideration will be given to the breadth of excellent and outstanding performance across one or more of the five domains of educational activity (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/ administration) and the consistent use of a scholarly approach and publications. The candidate should effectively and constructively participate in community or institutional service.

## **E. Evaluations and Maintenance of Status**

At HWCOT, it is expected that each non-tenured faculty member satisfactorily meet performance standards set as described in this *Promotion and Tenure Manual* and established by the faculty member's department throughout the length of his or her service at FIU. It is further expected that as each faculty member advances in rank and seniority, the faculty member will effectively fulfill the commensurately greater responsibilities attending his or her advanced status. The following policies are enacted to ensure the faculty member's development and effective service at HWCOT:

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1. **Self-evaluation:** Each non-tenured faculty member shall prepare an annual report for his or her chair. The report shall enumerate his or her activities for the past year in the areas of teaching, research, and service. The report should include the courses taught, any course materials developed, any publications completed or in progress, presentations made, other professional activities, civic and community activities, and any other information the faculty member believes is relevant to his or her service at HWCOM. In addition, the faculty member should outline his or her goals and anticipated projects for the next academic year in the areas of teaching, research, and/or service.
  2. **Chair's Review:** The chair, or his or her designee, shall review each annual report and communicate with the faculty member about the faculty member's activities, student evaluations of teaching, and goals and projects. At the time of this meeting, the chair shall indicate areas of strength as well as any areas in which the faculty member has need for improvement and convey any suggestions for improvement and/or paths for development. Where applicable, the chair shall comment on the faculty member's progress toward promotion. The communication should be documented by a signed agreement from the faculty member and chair.
  3. **Academic Administrator Review:** In the event that a faculty member's primary duties are administrative and he or she reports primarily to someone other than a chair, such supervising academic administrator shall review each annual report and communicate with the faculty member about the faculty member's activities, student evaluations of teaching (if applicable), and goals and projects. At the time of this meeting, the supervising academic administrator shall indicate areas of strength as well as any areas in which the faculty member has need for improvement and convey any suggestions for improvement or paths for development. Where applicable, the supervising academic administrator shall comment on the faculty member's progress toward promotion. The communication should be documented by a signed agreement from the faculty member and supervising academic administrator.

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## **TENURED FACULTY**

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## A. General Considerations

Consistent with policies of Florida International University, individual colleges are required to establish tenure and promotion guidelines that clearly and specifically articulate the standards and expectations for tenure and promotion. Individual departments will further articulate those standards with specific criteria for promotion and tenure in that department.

There is no entitlement to tenure. The burden is on the faculty member to fulfill the criteria for tenure.

The policies for Tenure Credit or Tenure upon Appointment are as follows:

1. Tenure Credit: Faculty who join FIU after serving in the tenure track at another institution may be eligible for early consideration for tenure, based on FIU policy for tenure credit.

Tenure credit of up to three years can be requested and must be approved by the Dean for HWCOR and the Provost and be made in accordance with the “Guidelines for Tenure Credit or Tenure upon Appointment” in the *FIU Tenure and Promotion Manual*. Requests for exceptions to this limitation will be made in accordance with the “Guidelines for Tenure Credit or Tenure upon Appointment” in the *FIU Tenure and Promotion Manual*. Any credit that is granted towards tenure must be stated in the offer letter at the time of appointment and signed by the faculty member and the Provost.

2. Tenure upon Appointment policy is documented in the current *FIU Tenure and Promotions Manual*.

## B. Tenure Track

Faculty in this track will be full-time, have a major commitment to teaching and/or research/scholarly activities, and shall be expected to achieve excellence in teaching and/or research and service and/or patient care as assigned in their yearly evaluation. Promotions and tenure shall be awarded in accordance with this *APT Manual* and consistent with the *FIU Tenure and Promotion Manual*. Faculty members on the tenure track are expected to serve as the Principal Investigator (PI), not as a Co-PI, on at least one R01-level grant or an equivalent grant during their six-year probationary period. Alternatively, they may serve as the PI on a Program Project (P01) award. For those who begin the probationary period with an existing R01 grant or equivalent, it is also expected that they will renew that grant as PI during this time. Faculty are expected to serve on committees in HWCOR and the University and in professional organizations relevant to their areas of expertise/interest. The tenure-track faculty members may be in basic science or clinical departments. The assignment of responsibilities dictates the criteria upon which faculty members are

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evaluated and the basis on which decisions regarding promotion are determined as described in this manual.

### C. Appointments: Process and Qualifications

#### 1. Process

Appointments of tenure-track faculty members may be made at the level of Assistant Professor, Associate Professor, or Professor and with or without tenure or credit toward tenure, in accordance with the qualifications of the appointee.

Appointments with tenure are described in the *Tenure as a Condition of Employment* (TACOE) appointment manual and require approval of the department, chair, Dean, Provost, President, and Board of Trustees, as described on the FIU Provost website. Tenure-track faculty appointments are approved by the Dean in accordance with University policy.

#### 2. Qualifications

- a. **Assistant Professor:** Qualifications for this rank include a terminal degree appropriate to the specialization (normally a PhD or MD/DO). Candidates for appointment as HWCOM faculty at the level of Assistant Professor must meet the requirements outlined in the *FIU Tenure and Promotion Manual* and in the promotion and tenure policies of HWCOM.
- b. **Associate Professor and Professor:** Qualifications for this rank include a terminal degree appropriate to the specialization (normally a PhD or MD/DO). Candidates for appointment as HWCOM faculty at the level of Associate Professor and Professor must meet the requirements outlined in the *FIU Tenure and Promotion Manual* and in the promotion and tenure policies of HWCOM.

### D. Promotions: Criteria and Process

#### 1. Criteria for Promotion

HWCOM tenure-track candidates eligible for promotion and tenure must satisfy standards in areas of faculty responsibility: teaching/educational scholarship, research/scholarship, and patient care/service. This section is a general consideration of the standards for promotion and tenure in each of these areas of responsibility. Individual departments will delineate specific criteria in each of the three areas.

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- a. **Teaching:** HWCOT does not impose a unitary model of teaching. It is expected that the excellence of the educator will be documented through development of course/curriculum, student evaluations, documentation of student learning, successful mentorship of trainees, and/or receipt of teaching awards. In addition, the amount and significance of participation in departmental courses are measures of educational contributions. Faculty members may bear a responsibility for the development of a particular curriculum or program. It is also recognized that most teaching in clinical academic units takes place in small groups; the HWCOT APT Tenure Subcommittee considers comments by students, evidence of student learning, and any input from the candidate's department with documentation from acknowledged academic peers. Faculty members' active involvement in the development of textbooks or other teaching materials or Continuing Medical Education are additional factors that would contribute towards the overall evaluation.

Faculty members engaged in educating PhD students are expected to mentor students throughout their academic careers.

- b. **Research/Scholarship:** As with teaching, HWCOT does not mandate a particular model of medical research/scholarship. The quality of a candidate's research is the most important factor in evaluating the research product as related to tenure or promotion. The evaluation for promotion and/or tenure is related to the concept of "reputation among peers." Merit is an assessment of one's abilities by those who are actively engaged in similar efforts. Publication in peer-reviewed journals and support derived from peer-reviewed, competitive grant requests are the *sine qua non* for an assessment of the research contributions needed for promotion. An evaluation of the publication and funding records by way of letters from outside evaluators who are unbiased leaders in the candidate's field is imperative.

The purpose of a publication record is to demonstrate the value of contributions to the advancement of scholarship and the discovery of new knowledge that is transmitted to professional colleagues. The publication record also confirms that the candidate has chosen a particular area of study and, over time, has become an expert in that area. Presentation of peer-reviewed work in press, online, and in meetings and invited participation in well-recognized and/or professional society regional, national, and international meetings demonstrates one's reputation among peers. The HWCOT APT Tenure Subcommittee will rely heavily upon the comments of external colleagues in the evaluation of the research and scholarly contributions of candidates. The HWCOT APT Subcommittee will be interested in

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the quality and importance of laboratory, clinical, and educational research.

In order to conduct the investigations that result in publications demonstrating the candidate's contributions to the advancement of biomedical science, it is essential that outside support be obtained. The presence and level of such external research support are often taken as measurements of the candidate's merit for promotion. The amount of such support, although critical to the conduct of the work, need not be a reflection of the value of the research. Faculty members on the tenure track are expected to serve as the Principal Investigator (PI), not as a Co-PI, on at least one R01-level grant or an equivalent grant during their six-year probationary period. Alternatively, they may serve as the PI on a Program Project (P01) award. For those who begin the probationary period with an existing R01 grant or equivalent, it is also expected that they will renew that grant as PI during this time. Funds received as the result of a competitive review in which professional colleagues have made an independent assessment of the research ideas and direction of the candidate are looked upon as positive indications that promotion is merited. In addition, faculty members engaged in educating PhD students have a primary responsibility to obtain external funding to support the research of their doctoral students. Conference presentations and publications with doctoral students are expected.

- c. **Patient Care/Service:** Clinical faculty members will engage in patient care and service. All faculty members, however, have service responsibilities that extend to HWCOR and University communities, as well as to local, state, or national association activities; community projects; and the like. While service on HWCOR committees is expected of all faculty members, a candidate who has engaged in extraordinary service to HWCOR or the University should be given credit for the work. Service alone, however, will not warrant promotion or tenure.

Service to the profession through participation in local, state, national, or international association activities, community projects, and the like supports the mission of HWCOR and is therefore relevant in assessing the overall suitability of a candidate. However, mere membership in an organization or simply attending its meetings is not sufficient. To be considered, the candidate's activities must significantly involve matters relating to health care delivery, medical education, public service, or the like. Examples include providing leadership in professional organizations, presenting a research paper in oral format or serving as moderator or discussant at professional meetings, preparing course



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materials or lecturing at Continuing Medical Education programs, serving as an officer in a public interest organization, supporting student activities with an educational or professional focus, and professionally participating in public service or governmental agencies.

Other evaluation factors include participation in recognized national and international organizations and institutions related to one's discipline or clinical specialty. Examples include membership on study sections or other review bodies of the National Institutes of Health, National Science Foundation, U.S. Department of Veterans Affairs, U.S. Department of Agriculture, Congressionally Directed Medical Research Programs (DoD), and select non-governmental organizations that are hallmarks of a national reputation in a particular field. Leadership of scientific societies and associations shows that one is well-regarded by professional colleagues.

Candidates for promotion in the tenure track and faculty members receiving tenure must satisfy standards in each of the areas of mentoring/teaching, research/scholarship, and service or clinical care, and demonstrate exemplary adherence to applicable standards of professionalism and institutional values. They should be ranked at least good in each and excellent in at least one. (Additional information will be found in the *FIU Tenure and Promotion Manual* and departmental policies and procedures.)

## 2. Promotions

- a. Promotion from Assistant to Associate Professor: An Assistant Professor may be eligible for promotion to the rank of Associate Professor prior to the end of the sixth year of tenure-earning service, including any prior service credit granted at the time of initial appointment. When a faculty member is credited with tenure-earning service at the time of initial appointment, the faculty member may withdraw all or a portion of such credit one time prior to formal application for promotion. If an Assistant Professor has not been promoted by the end of the faculty member's sixth year of tenure-earning service, including any prior service credit granted at the time of initial appointment but not withdrawn, such faculty member may be terminated at the end of the next academic year, as provided in the *FIU Tenure and Promotion Manual*. A candidate for promotion to the rank of Associate Professor must meet University requirements for the level and, among these requirements, must establish:
  - i. A commitment to excellence in scholarly research and publication, normally demonstrated in external funding and

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scholarly work published or accepted for publication. Examples of research and scholarship activities include the following:

- Scholarly publications and research productivity (laboratory, clinical, or educational) should be evaluated based on originality, scientific competence, and convincing documentation.
  - Original publications: reviewers will consider senior authorship, quality of peer-reviewed journals, and impact on the field in addition to the actual number of publications.
  - For faculty members with a major time assignment to basic research, evidence of peer-reviewed external funding.
- ii. A record of significant clinical and educational career service would include HWCOM committee work/leadership, student advisory responsibilities, participation in the life of the HWCOM community, and the potential for significant participation in local, state, regional, national, or international association activities, community projects, or other similar activities. For faculty members with assignments to patient care, the candidate should not only display scientific knowledge and expertise in his or her field but also be skilled in the techniques of delivery of health care and recognized by peers. There must be evidence of the following:
- Excellence in patient care, as demonstrated by student, resident, and fellow evaluations. Other documentation can be supplied by receipt of clinical awards.
  - Excellence in health outcome research or in developing new programs.
  - Local, regional, or national recognition by peers as an excellent clinician, health outcome researcher, or consultant; evidence of a high level of competence and accomplishment in clinical service or health outcome research.
  - Development and maintenance of clinical skills and/or programs that provide unique local or regional services and are highly evaluated by patients or measurably improve patient outcomes.

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- iii. Excellence in teaching and education scholarship normally demonstrated through strong peer evaluations of teaching, positive student evaluations/perceptions of teaching, awards, participation in development of teaching materials and elements of the curriculum, publication of education scholarship, and collegial participation in teaching teams in integrated courses. Priority should be accorded to the candidate's teaching skills, their positive influence on students, and the mastery of his or her field. Faculty members engaged in educating PhD students are expected to mentor doctoral students throughout their academic careers. They have a primary responsibility to obtain external funding to support the research of their doctoral students. Teaching evaluations from students, residents, fellows, and peers will be used as a major criterion for assessment.
- b. Promotion from Associate Professor to Professor: A consideration for a promotion to Professor follows continued exemplary academic service to HWCOM and the University in all assigned responsibilities. A tenured Associate Professor in HWCOM is eligible for promotion to the rank of Professor when they meet all the criteria for Associate Professor and demonstrate evidence of more extensive productivity in the area of scholarly activity. The usual time frame is minimally five years in rank. Exceptional candidates may do this in a shorter timeframe. Candidates must show:
- i. Continuous progressive excellence in funded scholarly research and publication (as evidenced by continuous funding and scholarly effort and a pattern of regular publication of substantial scholarly works) and national/international recognition of the candidate's work, and an impact on the development of a discipline. It is expected that faculty conducting laboratory research will have had a renewal of an R01-level grant or equivalent, have been awarded multiple R01s or equivalent, or serve as PI on an NIH-sponsored Program Project (P01 Award) or equivalent.
  - ii. Strong commitment to excellence and creativity in teaching and student learning and an exemplary teacher/mentor.
  - iii. Nationally recognized clinical program and/or excellence in biomedical, educational, or clinical research. Scholarly publications should be evaluated for their contributions to advancing the practice of clinical medicine, medical education, and/or biomedical research.

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- iv. A record of substantial service to HWCOT and the University community and significant participation in local, state, national, or recognized international association activities, community projects, or the like, including a sustained record of participation within the collegial system of governance by holding positions on HWCOT and University committees or other University-wide activities, such as the Faculty Senate.

### 3. Promotion Process

- a. Each faculty member eligible for promotion or tenure shall submit a file for promotion or tenure in accordance with the policies and processes set forth in the University's governing document, the *FIU Tenure and Promotion Manual*. Discipline-specific criteria established by the department, and approved by the Dean and Provost, will be used to evaluate the faculty member's file. See the [FIU Tenure and Promotion Manual](#).
- b. Departmental Responsibilities
  - i. The Department Chair will be responsible for requesting the necessary solicited letters of evaluation, according to criteria outlined in the *FIU Tenure and Promotion Manual*. The Department Chair to which the candidate has been or will be appointed will first review the applicant's file and appoint an ad hoc departmental T&P committee of tenured faculty at or above the rank of the candidate. Candidates will be informed of the identities of the outside reviewers and shall be given the opportunity to add up to two names from whom letters will be solicited and strike up to two names from the list. Outside letters are intended to be an independent, confidential professional evaluation. Normally, letters should not be solicited from former mentors, mentees, coauthors, co-editors, or anyone who has been associated with the candidate closely enough that there would be reason to question the impartiality of the evaluation. In general, the individuals providing letters of evaluation should not have been closely associated with the candidate for a period of at least five years. Exceptions must be accompanied by an explanation in the dossier.
  - ii. Tenured Associate Professors and tenured full Professors may vote on tenure applicants in the Assistant-to-Associate Professor promotion and tenure process.

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- iii. Only tenured full Professors may vote on promotions to Professor.
  - iv. The chair, if tenured, will vote as a member of the ad hoc committee in the case of fewer than three eligible faculty members. In the case of more than three eligible faculty members, the chair will provide an independent review and documented recommendation for the file. In the event that there are fewer than three members (including the chair), the Dean shall appoint tenured faculty members from other HWCOT departments to constitute the departmental tenure and promotion committee until there are a sufficient number of tenured members of the department in question.
  - v. Each department will hold a meeting of the ad hoc departmental committee appointed to discuss promotion and tenure files and recommend tenure.
  - vi. The file will then be forwarded to the HWCOT APT Tenure Subcommittee regardless of the department's recommendation.
  - vii. APT Tenure Subcommittee Structure and Voting Eligibility: The HWCOT members of the APT Tenure Subcommittee are appointed by the Chair of the APT Committee, with final approval by the Dean. If a faculty member is on this committee and is needed in their department to vote on a candidate, they must vote with their department and recuse themselves from the APT-level discussion and vote. The APT Tenure Subcommittee consists of three tenured faculty members.

Voting Eligibility: Tenured Associate Professors and Tenured Full Professors are eligible to vote on tenure and promotion cases from Assistant Professor to Associate Professor. Only Tenured Full Professors may vote on promotions to Full Professor.

c. Charge of the HWCOT APT Tenure Subcommittee

- i. Evaluation of Scholarship and Professionalism: In evaluating the candidate's scholarship, the HWCOT APT Tenure Subcommittee shall make an assessment of the major scholarly works produced by the candidate while at FIU. For a candidate who was awarded credit toward tenure, work during the credit earning time should also be considered. In evaluating the candidate's professionalism, the HWCOT APT Tenure Subcommittee shall assess a candidate's adherence to

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the standards of professionalism as defined by HWCOT. The subcommittee makes a recommendation to the Dean.

- ii. Evaluation of the Solicited Letters of Evaluation (External Reviews): The number of letters will be consistent with applicable FIU policy. The external reviewers should be informed of the scholarship standard for the relevant rank or for tenure and asked to review the scholarly work in relation to the applicable standard set forth in the *FIU Tenure and Promotion Manual*. All letters of evaluation must be confidential.

The results of HWCOT APT Tenure Subcommittee decision and the basis for the committee's recommendation shall be prepared in a written report by a member or members designated by the chair of the subcommittee. This written report serves as a recommendation to the Dean. Any HWCOT APT Tenure Subcommittee dissenting views must be reported to the Associate Dean for Faculty Affairs and the Dean.

- d. The Dean's Recommendation

The Dean shall make his or her independent review of the candidate's application and file and shall determine whether to then recommend the candidate to the Provost for promotion or tenure. The Dean shall notify the candidate of his or her decision.

## E. Annual Evaluations and Third-Year Review

At HWCOT, it is expected that each tenured and tenure-track faculty member will satisfactorily discharge his or her responsibilities throughout the length of his or her service at FIU. It is further expected that as each faculty member advances in rank and seniority, the faculty member will effectively fulfill the commensurately greater responsibilities attending his or her advanced status. The policies are enacted to ensure the faculty member's development and effective service at HWCOT. In the event of a conflict between this manual and the *FIU Tenure and Promotion Manual*, the provisions of the *FIU Tenure and Promotion Manual* shall control.

1. **Self-evaluation:** Each faculty member shall prepare an annual report for his or her chair. The report shall enumerate his or her activities for the past year in the areas of teaching, research, and service, and any other information the faculty member believes is relevant to his or her service at HWCOT. In addition, the faculty member should outline his or her goals and anticipated projects for the next academic year in the areas of teaching, research, and service. The evaluation also includes a review of the annual assignment and any unmet goals from the prior academic year.

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2. **Chair's Review:** The chair shall review each annual report and meet with the faculty member to discuss the faculty member's activities, including a review of scholarly activities, funding, student evaluation forms, and goals and projects. At the time of this meeting, the chair shall indicate any areas in which the faculty member is deficient or otherwise has need for improvement and convey any suggestions for improvement and/or paths for development. The chair shall also prepare a written annual evaluation of each faculty member. The tenure-track faculty member shall have the opportunity to discuss the written evaluation, attach concise comments, and sign it, upon which it will be forwarded to the Associate Dean for Faculty Affairs and the Dean.
  3. **Progress Toward Tenure:** As part of the annual evaluation, a faculty member eligible for tenure shall be apprised in writing once each year of his or her progress toward tenure. These appraisals are not binding upon HWCOT or the University and shall be included as a separate component of the annual evaluation.

### **Third-Year Review (Tenure Track)**

Tenure-track faculty members will undergo a Third-Year Review. The purpose shall be to provide the faculty member with an overall assessment of progress toward tenure based upon the norms of the discipline. This review shall be qualitatively different and more comprehensive than the annual evaluation. If the Third-Year Review finds that there has been unsatisfactory progress, this may result in a notice of non-renewal or transfer to the non-tenure track.

1. **Composition of Third-Year Review Committee:** The Third-Year Review Committee shall consist of three tenured faculty members of the tenure-granting department/school, plus the department chair. In cases of a faculty member on a joint appointment, a member of the second unit will be added to the Third-Year Review Committee of the tenure-granting department/school. If the departmental committee has fewer than three eligible members (including the chair), the Dean shall appoint tenured faculty members from other departments in HWCOT to constitute the Third-Year Review Committee until a sufficient number of eligible tenured members have been appointed to the department.
2. **Contents:** The assessment shall focus on the following areas of faculty performance: teaching, research/scholarship, patient care/service, and professionalism. The assessment will be both qualitative, and quantitative (to the extent possible), and comprehensive over the three years of performance. The committee shall assess whether the record in the four performance areas indicates progress toward expected levels of productivity at the time of tenure. The Third-Year Review shall include a written report from the committee, with separate comments from the chair that reflect the committee's deliberations and identify any deficiencies in the faculty member's record. The report shall



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also contain recommended changes in emphasis or priorities that may remedy deficiencies. The report shall be signed and dated by the chair and the Third-Year Review Committee and distributed to the faculty member. The faculty member shall return the review signed and dated (signature indicates receipt and does not imply agreement with the report's contents). The evaluated faculty member may provide a written response to be attached to the Third-Year Review report. The report is reviewed, and the candidate is appraised by the Associate Dean for Faculty Affairs and the Dean. The appraisals and file are submitted to the Provost for review.

3. **Criteria for Promotion and Tenure:** The University, HWCOM, and departmental criteria for promotion and tenure are established and described in this manual and available on the FIU website (FIU Tenure and Promotion Manual). Each department may establish and promulgate its discipline's tenure norms as a basis for the Third-Year Review, including a statement of the relative roles of teaching, research/scholarship, service/patient care, and professionalism in the duties of tenure-track faculty consistent with overall University criteria.
4. **Document Placement:** The Third-Year Review document shall become part of the faculty member's personnel record in both the departmental and the Dean's offices.

## **F. Post-Tenure Faculty Review Procedures Purpose**

This document establishes the process by which each tenured faculty member will undergo a comprehensive post-tenure review in compliance with Florida Statutes Section 1001.706(6)(b), the Florida Board of Governors (BOG) Regulation 10.003, and FIU Regulation 2508. For the most current information regarding Post-Tenure Review policies and schedule, see the documents listed in [Faculty Resources](#) under Tenure, Promotions and Appointments.



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## **DISTINGUISHED PROFESSOR FACULTY**

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## **Distinguished Professor**

Distinguished University Professor is the highest recognition available to Full Professors of the University. These Professors are the leaders of FIU and set the example for research, scholarship, creative activities, teaching, and service excellence.

### **A. Eligibility:**

To qualify for the Distinguished University Professorship, the individual must have held the rank of full professor for five years and be recognized as a pioneering force in her/his specific area of research/scholarship/creative activities. Although the profiles of individuals selected may vary, successful candidates generally will be recognized internationally for her/his outstanding accomplishments in his/her field and beyond.

Candidates who emphasize their accomplishments in teaching should demonstrate that they have achieved an exemplary record at the institutional and national levels. Candidates who emphasize service should emphasize service at the national level and significant leadership within their own disciplines.

### **B. Nomination Procedure:**

1. Each Spring semester the nomination and review process will take place. The conferral of this designation will take place each year at Faculty Convocation. Awards will normally not exceed five per year. Nominations may come from a colleague, or directly from the nominee, i.e., self-nominations are allowed.
2. Nominators should submit their full nomination packages (including the two endorsements from Chair/Director and Dean/VP) via email to the Office of Faculty Leadership & Success, Office of the Provost, [faculty@fiu.edu](mailto:faculty@fiu.edu).
3. The nomination package must include the following:
  - Letter of nomination from the nominator
  - A copy of the faculty member's complete curriculum vitae
  - Letter of endorsement from nominee's Chair or Director
  - Letter of endorsement from the nominee's Dean or VP
  - Letters of support from (no more than) three members of the faculty, staff, and/or alumni (in addition to the letters of nomination from the Chair or Director, as well as Dean or VP mentioned above)
  - List of courses taught, students supervised, summaries of teaching evaluations, innovations, or practices for the past five years
  - Copies of the past five annual evaluations
  - Summary of professional service and research over at least the past five

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- years
  - A list of contact information of five external references from outside of the university who may be contacted as necessary

### **C. Review Process**

The University Special Selection Committee will be formed by the Office of the Provost in consultation with the Chair of the Faculty Senate. This committee will be comprised of 5 senior faculty members. They will be charged with reviewing the submitted nominations and making the final recommendations to the Provost. The committee must be balanced regarding disciplinary and subject expertise and will serve for no more than three years. Each year the committee will select its own Chair. If a member of the committee is nominated for the award while serving on the committee, the Provost will appoint an alternative member for that year. The University Special Selection Committee will forward their recommendations to the Provost for consideration.

### **D. Recognition of Awardees**

The Provost will designate up to five Distinguished University Professors each year and individuals selected will receive a \$5,000 base salary adjustment as part of the annual salary increase process in the academic year following their selection as Distinguished University Professors. Each honoree will be invited to give a University-wide address during the academic year. The State University System title of Distinguished Professor (Class Code 9007) will be used to classify individuals selected as Distinguished University Professors.

For more information, contact the Office of Faculty Affairs at [comofa@fiu.edu](mailto:comofa@fiu.edu)

**EMERITUS, COMMUNITY-BASED, AND  
ADJUNCT FACULTY**

## **EMERITUS FACULTY**

## **A. General Considerations**

Emeritus status is an honorary title bestowed on faculty members who have demonstrated exceptional contributions to the University. Normally, faculty considered for emeritus must have achieved significant recognition in their fields and have been employees at FIU for a minimum of five years. An award of emeritus status shall be based on the employee's past contributions to the University and the profession, demonstrated through a record of outstanding teaching, research, or service, and whether they have consistently upheld the principles of academic responsibility. The decision to grant emeritus status shall be made upon the employee's request to his or her chair or Supervisor; pursuant to a vote by the faculty within the employee's department/unit according to criteria and procedures developed by employee's college, school, or other appropriate academic unit; and subject to the approval of the dean for the appropriate academic unit and the Provost. Approval shall not unreasonably be withheld. The University shall act upon the employee's request within sixty days of the beginning of the Fall or Spring semester following the employee's request or within sixty days of the beginning of the Fall or Spring semester following the employee's retirement, whichever is later.

## **B. Appointments: Process and Qualifications**

The qualifications include a distinguished record of teaching, research, and service to the University. Upon retirement, the individual may request to be considered for this honorary title, which will then be reviewed by their department, followed by reviews and at the college and University levels. This process involves multiple layers of review, including recommendations from Department Chair and the Dean, with final approval from the Provost's office.

Emeritus faculty at FIU retain certain privileges, such as access to University resources, free parking decal, and invitations to Emeritus Circle events. Emeritus faculty are regarded as non-voting members. Please note that per Florida Statutes, retired faculty may not provide any services, compensated or otherwise, for the first 6 months of their retirement. For clarification, faculty may contact Human Resources Benefits department at [benefits@fiu.edu](mailto:benefits@fiu.edu). For additional information, please see the policy on [Emeritus Faculty #320.091](#).

### **College of Medicine Process**

1. The candidate submits a letter to their Department Chair requesting Emeritus Status along with an updated CV.
2. The Chair of the Department calls for a vote within the Department and records the tally.
3. If approved by the Department, the chair or his/her designee presents the candidate at the HWCOM Faculty Assembly for a vote for Emeritus. The tally is recorded.
4. If approved by the Faculty Assembly, the chair writes a letter to the Dean, either supporting or not supporting the candidate for Emeritus appointment. The letter needs to include: their work and why they are deserving of emeritus status, the year the person joined FIU and the tally of the votes at the Department and the Faculty Assembly.
5. The Dean writes a letter to the Provost supporting the candidate for Emeritus appointment.

## **COMMUNITY-BASED FACULTY**



## A. General Considerations

Faculty in this track serve in a voluntary non-tenured capacity without financial compensation and are primarily independently employed or employed by other local/regional health care systems. Appointments are typically reserved for physicians with primarily patient care, teaching, and/or basic science responsibilities.

## B. Tracks and Ranks

Faculty members in this track participate in all academic missions of HWCOM: Administration, education, research, patient care, and service. They are expected to serve on committees in the HWCOM and the University and in professional organizations relevant to their areas of expertise/interest. The assignment of responsibilities, focus of scholarly approach and scholarship, and area of reputation dictate the criteria upon which faculty members are evaluated and the basis on which decisions regarding promotion are determined as described in this manual.

## C. Appointments: Process and Qualifications

### 1. Process

Faculty appointed in the Community-Based track shall initially be appointed by the Dean and renewable for additional academic years at the discretion of the department chair.

- a. **Instructor:** An Instructor generally holds a terminal professional degree, usually an MD, DO, or PhD. An Instructor has the potential for a high level of ability in contributing to any or all of HWCOM's primary missions: education, service, and/or research. This rank is typically reserved for physicians (fellows), scientists in training, those in the arts or other nonmedical or health fields who may contribute to the education of health outcomes trainees, or health providers who lack a doctoral degree. Physician fellows in training will be on the Community-Based Clinical Scholar track.
- b. **Assistant Professor:** An Assistant Professor will generally hold a terminal professional degree, usually an MD, DO, or PhD. Physicians trained in U.S. institutions should be board-eligible. An Assistant Professor will actively contribute to any or all of HWCOM's primary missions: education, service, and/or research.
- c. **Associate Professor:** An Associate Professor will hold a terminal professional degree, usually an MD, DO, or PhD. They have completed all appropriate postdoctoral training and have more

extensive experience in clinical/basic science or professional practice in the field of specialization. Those who deliver direct patient care should be board-eligible. An Associate Professor has a documented record of high-quality and consistent contributions to any or all HWCOT's primary missions: education, service, and/or research.

- d. **Professor:** A Professor will hold a terminal professional degree, usually an MD, DO, or PhD, and has completed all appropriate postdoctoral training. Those who deliver direct patient care are generally board-certified, if applicable.

In addition to meeting all the qualifications required of Associate Professor, an appointee is recognized regionally and may also have national recognition as a contributor in the professional field, as demonstrated through professional activities and by documentation from peers.

An appointee will usually hold or have held positions of leadership in local, regional, or national professional organizations.

## 2. Use of FIU Title

Community-Based faculty members may not use their FIU title or FIU's name or trademarks in advertising their private medical practice or in other commercial activity. Use of the FIU title on peer-reviewed publications such as professional journal articles, books, and chapters is encouraged. Community-Based faculty may not directly or indirectly suggest by any means that they are providing clinical services or conducting basic research on behalf of HWCOT without the prior written approval of the Dean. Once a faculty member's academic appointment ends, they must discontinue any use of their FIU title.

## D. Promotions: Criteria and Process

### 1. Promotion Process

#### **Faculty Application**

Applications for Clinical faculty members eligible for promotion may be submitted by the Department Chair. The application for promotion shall be submitted in accordance with these policies and those of his or her academic department. A promotions file for a faculty member shall consist of, at a minimum, an updated curriculum vitae and a statement of accomplishments and contributions to HWCOT missions since

appointment or last promotion, which can be included in the chair's letter of recommendation or as a separate document.

### **Chairs' and APT Committee's Responsibilities**

Once the application has been initiated by the chair, the application shall be reviewed by the HWCOT APT Committee. The Associate Dean for Faculty Affairs shall review the file, then forward it to the Dean for final review and recommendation.

#### **2. Criteria for Promotion**

- a. Instructor to Assistant Professor: Faculty members in this category will be expected to meet the qualifications of a Community-Based Assistant Professor and have completed a postgraduate training program, be board-eligible, or completed postdoctoral training and show early evidence as productive and independent faculty members.
- b. Assistant to Associate Professor: Faculty members in this category will be expected to meet the qualifications of a Community-Based Associate Professor. Associate Professors shall exhibit high levels of skill as practitioners, leaders and/or teachers, and/or researchers as part of continuing contribution to one or more of HWCOT's missions. They shall demonstrate the ability to stimulate students toward a scholarly approach to medical practice/research and shall be recognized as exemplary role models for students. Those who deliver direct patient care should provide high-quality patient care, as judged by their peers and by patients, and willingly involve their patients in teaching activities. Candidates for promotion to the Associate Professor level have generally served a minimum of five years at the Assistant Professor level. Physicians must be board-eligible. Examples of research, teaching, and professional service may include any of the following:
  - Minimum of three publications/presentations in the faculty member's field
  - Procurement of research funding, such as Primary or Co-Primary Investigator
  - Participation in course development or other projects as defined by the assigned Department Chair
  - Local or regional teaching/research awards
  - Leadership roles in regional professional organizations

- Author on one scholarly book or two book chapters
- Three presentations at academic or professional meetings
- Holding officer/board positions in professional organizations

*Note:* It is not necessary for a candidate to achieve every example listed above

- c. Associate Professor to Professor: Faculty members in this category will be expected to meet the qualifications of a Community-Based Professor. Faculty at this level should demonstrate a more distinguished level of accomplishment, a longer record of academic involvement than an Associate Professor, or a much larger number of contact hours. They are expected to have received national or international recognition, as evidenced by service as an officer in a national or international organization, or to have displayed exceptional peer-recognized academic contributions in their clinical or basic science areas. In addition, they should be recognized as exemplary role models and teachers for students. Candidates for promotion to the Professor level have generally served a minimum of five years at the Associate Professor level. Physicians must be board-certified.

Examples of research, teaching, and professional service may include the following since promotion to Associate Professor:

- Minimum of ten publications/presentations in field
- Procurement of research funding, such as Primary Investigator
- Participation in development of several courses, or other projects as defined by the assigned Department Chair
- State or national teaching/research awards
- Leadership roles in state or national professional organizations
- Involvement in multiple research projects as an investigator, co-investigator, consultant, or site director
- Author on two scholarly books or four book chapters

## **E. Evaluations and Maintenance of Status**

At HWCOT, it is expected that each Community-Based faculty member will satisfactorily discharge his or her responsibilities throughout the length of his or her service at FIU. It is further expected that as each faculty member advances in rank and seniority, the faculty member will effectively fulfill the commensurately greater responsibilities attending his or her advanced status.

## **F. Annual Review**

Community-Based faculty shall receive feedback annually by the Department Chair, the Division Chief, or designee. The report shall include relevant student evaluations of teaching, where appropriate, and feedback from course directors on efforts in teaching and/or assessment. Where applicable, the evaluator shall comment on the faculty member's progress toward promotion.

Our goal is to acknowledge the time and effort these community-based faculty give to the support and furthering of the HWCOT mission. To maintain an appointment at HWCOT, a faculty must demonstrate the following:

- Minimum of 100 hours (cumulative total) in the three years prior to reappointment in any of the following:
  - Instruction in the UME or GME programs (i.e., clinical, didactic, or research)
  - Mentoring research projects for UME or GME programs
  - Administrative service/leadership (i.e., program director, chief of staff, clerkship director)

## **ADJUNCT FACULTY**

## A. General Considerations

At Florida International University (FIU), adjunct faculty are required to possess a minimum of a master's degree in their respective fields, with a terminal degree preferred. Adjunct faculty are temporary employees, contracted by semester and therefore do not receive the same benefits as full-time faculty members. Their performance is evaluated through student feedback and peer reviews, which influence future contract renewals. Needs of the department and college, and the changes over time, also influence the hiring of adjunct faculty.

## B. Track and Ranks

Faculty members in this track may be temporary part-time or temporary full-time and serve with or without financial compensation and are primarily employed at other educational/research institutions. Appointments should be reserved for individuals from outside FIU who have completed their graduate education. These faculty members are expected to contribute actively to the educational, clinical, and/or research programs of HWCOR.

## C. Appointments: Process and Qualifications

### 1. Process

Appointments to the ranks of Adjunct Assistant through Adjunct Professor should be reserved for individuals who hold a primary paid appointment of comparable rank at another institution. They may or may not receive compensation for assignments at HWCOR. Adjunct faculty members are expected to contribute actively to the educational, service, and/or research programs of HWCOR. Adjunct faculty members shall initially be appointed by the Dean for a term, renewable for additional academic years at the discretion of the Department Chair upon approval of the Dean. If the faculty participates in research, they must have approval by the Dean for HWCOR, the Associate Dean for Research, and Vice President of Research and Economic Development. Clinical and research activities may require special arrangements, such as contracts and other agreements.

### 2. Qualifications

- a. **Adjunct Assistant Professor:** An Assistant Professor holds minimum of a master's degree in their respective fields, with a terminal degree preferred. An appointee has potential for superior teaching, research, and service.

- b. **Adjunct Associate Professor:** An Associate Professor holds a PhD, MD, DO, or equivalent degree and an equivalent rank at another institution and fulfills the HWCOT criteria. An appointee to the rank of Associate Professor is assumed to have and be able to maintain a high level of performance as a teacher and, as appropriate, basic science or clinical investigator and/or clinician.
- c. **Adjunct Professor:** A Professor holds a PhD, MD, DO, or equivalent degree and an equivalent rank at another institution and fulfills the HWCOT criteria. An appointee to the rank of Professor is assumed to have and be able to maintain a high level of performance as a teacher and, as appropriate, basic science or clinical investigator and/or clinician.

#### **D. Promotions: Criteria and Process**

Adjunct faculty may be promoted at FIU when they achieve promotion at their home institution if they meet the HWCOT criteria for promotion. This promotion does not connote an accompanying salary increase with said promotion. The faculty member will request that the chair initiate the promotion. An updated CV, documentation of the promotion at the primary institution, and a statement of contributions to HWCOT's mission(s) since appointment/last promotion shall constitute the promotions packet. The chair shall submit these materials, with a recommendation letter, to the HWCOT APT committee. The file will then go to the Associate Dean for Faculty Affairs if appropriate, and finally the Dean.

#### **E. Evaluations and Maintenance of Status**

The chair and/or supervisor will evaluate the faculty on an annual basis.



## **MISCELLANEOUS**

## A. Faculty Joint Appointments

A faculty joint appointment is defined as employment that is offered by two academic colleges, two academic units, or an academic unit and a center or institute. A joint appointment is to be differentiated from an assignment that is made in two units. In making a joint appointment offer, primary and secondary unit will be clearly designated. If an appointment is tenure-earning, the unit in which tenure would be granted will be designated as the primary unit. Joint appointments will comply with University policy (<https://policies.fiu.edu/files/105.pdf>).

## B. Secondary Appointments

Faculty members participating in activities outside their primary department may be eligible for a secondary appointment based on their level of involvement. For newly hired faculty, details regarding this appointment should be included in their offer letter, which requires signatures from the chairs of both departments. The terms, including responsibilities and roles, will be established at the time of the appointment and reviewed periodically. Secondary appointees are expected to contribute to the educational, clinical, research, or service missions of the secondary department.

Community-based faculty can also secure an (unpaid) secondary appointment if they meet the qualifications and receive consent from the secondary unit. Initial appointments are for a set term, with the possibility of renewal based on contributions, and both chairs must approve any continuation. If the primary appointment is terminated, the secondary appointment will end simultaneously.

The rank of a faculty member holding a secondary appointment must be equivalent to their rank in the primary department.

## C. Changing Tracks

Ordinarily, faculty will remain in the track to which they are initially appointed. However, there are circumstances that may justify the transfer of a faculty appointment from one track to another.

1. **Assistant Professor—Clinical Scholar, Research Scholar, or Educator Scholar Non-Tenure Track to Tenure Track:** When a faculty member with an appointment in the Clinical Scholar, Research Scholar, or Educator Scholar track is transferred to the tenure track, the faculty member must be approved for tenure within a six-year period (the probationary period) in the tenure track, or the HWCOT appointment may be terminated. Any deviations from this probationary period must be approved by the Dean and Provost. In lieu of termination, and at the recommendation of the

Department Chair and Dean for HWCOC, with approval of the Provost, the faculty member's appointment may be changed to the Clinical Scholar, Research Scholar, or Educator Scholar track.

A request from a chair for transfer of a faculty appointment at the Assistant Professor level from the Clinical Scholar, Research Scholar, or Educator Scholar track to the tenure track must be well-justified in a letter to the Dean. A faculty member who is transferred from a non-tenure to a tenure track must have demonstrated the ability to satisfy the criteria for the tenure track, supported by documented evidence and a written statement from the candidate stating that he/she agrees with the transfer. When faculty appointed at the Assistant Professor level are transferred to the tenure track, credit for time in the prior non-tenure track toward tenure will be determined on a case-by-case basis, subject to recommendation by the Dean and approval by the Provost.

Once transferred to the tenure track, a faculty member must meet the obligations set forth in this *Appointment, Promotion and Tenure Manual* and the requirements set forth in the *FIU Tenure and Promotion Manual*.

2. **Associate Professor and Professor—Clinical Scholar, Research Scholar, or Educator Scholar Non-Tenure Track to Tenure Track:** The academic teaching, scholarship, and service contributions of a faculty member at the Associate Professor or Professor level whose appointment has always been in the Clinical Scholar, Research Scholar, or Educator Scholar non-tenure track may be of such quality and quantity as to satisfy the criteria for a transfer to the tenure track.

A faculty member who is transferred from a non-tenure to a tenure track must have demonstrated the ability to satisfy the criteria for the tenure track, at this level, supported by documented evidence and a written statement from the candidate stating that he/she agrees with the transfer. When faculty appointed at the Associate Professor level are transferred to the tenure track, credit for time in probationary status in the tenure track will be determined on a case-by-case basis, subject to recommendation by the Dean and approval by the Provost.

The Department Chair's letter of request to the Dean will provide the justification for the transfer and be supported by documented evidence.

Once transferred to the tenure track, a faculty member must meet the obligations set forth in this *Appointment, Promotion and Tenure Manual* and the requirements set forth in the *FIU Tenure and Promotion Manual*. A faculty member in the tenure track must be tenured within six years of transition in accordance with FIU policies (the probationary period) or may

be terminated. Any deviations from this schedule must be approved by the Provost.

3. **Tenure Track to Clinical Scholar, Research Scholar, or Educator Scholar Non-Tenure Track:** At the discretion of the chair, a faculty appointment may be transferred from the tenure track to a non-tenure Clinical Scholar, Research Scholar, or Educator Scholar track with the written permission of the faculty member and the approval of the Dean and Provost. The chair may request such a transfer with justification in a letter to the Dean for HWCOR, cosigned by the faculty member, at any time prior to the year of tenure evaluation. Such transfers off the tenure track usually will be made for faculty whose accomplishments and career goals are better suited to the Clinical Scholar, Research Scholar, or Educator Scholar track.
4. **Transfer Within Non-Tenure Tracks: Clinical Scholar, Research Scholar, or Educator Scholar:** At the discretion of the chair, a faculty appointment may be transferred from one non-tenure track to another with the written permission of the faculty member and the approval of the Senior Associate Dean for Academic Affairs and the Dean.

## DEFINITIONS

**Annual Evaluations:** the evaluation each faculty member will receive in accordance with this APT Manual and University Standards.

**APT Committee:** the HWCOT Appointment, Promotion, and Tenure Committee

**APT Manual:** Appointment, Promotion, and Tenure Manual

**Chair/Department Chair:** the individual appointed as the chair of a department

**Core or affiliated faculty:** those designated by FIU or an affiliated institution whose teaching, clinical, research, or administrative roles are essential to the tripartite mission (clinical, research, education) of HWCOT and its affiliates.

**Dean:** the Dean for the Herbert Wertheim College of Medicine.

**Faculty Members:** all members of the Herbert Wertheim College of Medicine faculty as set forth in this APT Manual. This includes both paid and community-based faculty.

**FIU:** Florida International University.

**FIU Tenure and Promotion Manual:** Florida International University Tenure and Promotion Manual.

**HWCOT:** Herbert Wertheim College of Medicine.

**Letters of Evaluation:** internal and external letters of evaluation that faculty members being considered for promotion must obtain

**Probationary Period:** the six-year tenure track evaluation period

**Rank:** reflects level of experience, expertise and contributions, typically to the institution, of faculty members

**Post-Tenure Review:** a periodic evaluation of a tenured professor's performance

**Tenure Subcommittee:** the subcommittee of the Appointment, Promotion, and Tenure Committee that evaluates candidates being considered for tenure

## APPENDIX

### Summary of Appointment Procedure Requirements

<b>Non-Tenure Track: Scholar, Physician Assistant, Medical Librarian and Tenure Track</b>		
<b>Action</b>	<b>National Search Required</b>	<b>Letters of Evaluation*</b>
Instructor (full-time faculty)	Yes	0
Assistant Professor	Yes	Up to 3
Associate Professor	Yes	3
Professor	Yes	3

\*Letters of recommendations are confidential

<b>Community-Based (Clinical/Research/Educator) (Volunteer)</b>		
<b>Action</b>	<b>National Search Required</b>	<b>Letters of Evaluation</b>
Community-Based Instructor	No	0
Community-Based Assistant Professor	No	0
Community-Based Associate Professor	No	0
Community-Based Professor	No	0

<b>Adjunct</b>		
<b>Action</b>	<b>National Search Required</b>	<b>Optional Letters of Evaluation</b>
Adjunct Instructor	No	0
Adjunct Assistant Professor	No	3
Adjunct Associate Professor	No	3
Adjunct Professor	No	3

## Summary of Promotion Procedure Requirements

Tenure Track	
Change in Rank	Requirements
Assistant Professor to Associate Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 3 external LORs
Associate Professor to Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 5 external LORs

<b>Non-Tenure Track: Scholar (Clinical/Educator/Research)</b>	
<b>Change in Rank</b>	<b>Requirements</b>
Instructor to Assistant Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 2 external LORs
Assistant Professor to Associate Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 3 external LORs
Associate Professor to Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 5 external LORs



<b>Non-Tenure Track: Medical Librarian</b>	
<b>Change in Rank</b>	<b>Requirements</b>
Instructor Medical Librarian to Assistant Medical Librarian	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 1 external LORs
Assistant Medical Librarian to Associate Medical Librarian	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 2 external LORs
Associate Medical Librarian to Medical Librarian Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 3 external LORs

<b>Non-Tenure Track: Physician Assistant (Clinical/ Educator)</b>	
<b>Change in Rank</b>	<b>Requirements</b>
Instructor to Assistant Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 3 external LORs
Assistant Professor to Associate Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 2 internal LORs 3 external LORs
Associate Professor to Professor	Biographical Summary Up-to-date CV 3 Statements: Teaching, Patient Care/Service, Research/Scholarship 5 years of past evaluations 5 external LORs

<b>Community-Based (Clinical/Educator/Research)</b>	
<b>Change in Rank</b>	<b>Requirements</b>
Community-Based Instructor to Community-Based Assistant Professor	Up-to-date CV 1 LOR from Chair 1 LOR from prev. Supervisor Updated CIF
Community-Based Assistant Professor to Community-Based Associate Professor	Up-to-date CV 1 LOR from Chair 1 LOR from prev. Supervisor Updated CIF
Community-Based Associate Professor to Community-Based Professor	Up-to-date CV 1 LOR from Chair 1 LOR from prev. Supervisor Updated CIF