



**East Tennessee State University
Department of Internal Medicine
Quillen College of Medicine
(August 2012)**

Promotion and Tenure Guidelines: Overview

Salary Support: Significant salary support is usually present from Department of Internal Medicine resources for the faculty ranks in the tenure track and in the non-tenure clinical track, but not in the adjunct track. Joint appointments may or may not result in departments sharing salary funding for a faculty member.

Tenure: Tenure is an institutional commitment to continue the State component of salary support. Tenure is awarded when a faculty member is recognized as an important and essential contributor to the missions of the Department of Internal Medicine. The awarding of tenure is not explicitly tied to promotion but often is considered at the same time as promotion to associate professor. Tenure is not considered for faculty in the clinical or adjunct track categories.

Promotion: In order to move up the ranks, one must engage in scholarly activity. Board Certification in Internal Medicine (or Dermatology or Neurology) within five years of training completion is required for clinicians in all tracks.

- In the *Adjunct Track*, besides Internal Medicine Board Certification, years of experience as a clinician are the major criteria for promotion to Associate Professor or Professor.

- For the *Clinical Track* where teaching is a major activity of the faculty member, scholarly activity indicated by publications is expected, although at a reduced level compared to the full-time, tenure track faculty.

- *Tenure Track* faculty will have broader academic activities than those in the *Clinical Track*. Tenure Track Faculty are expected to (1) teach medical students and house officers, (2) provide service (usually committee work) to the Department and/or College of Medicine, (3) participate in scholarly activity, and (4) contribute substantially to *either* the patient care or the research missions of the Department. All *Tenure Track* faculty will be involved in teaching and excellence is expected. Service and scholarly activity are expected of everyone in the *Tenure Track*. *Tenure Track* faculty are expected to contribute to the literature at a regular rate. Scholarly activity is expected whether there is original basic or clinical research or the scholarly activity is in the areas of education, disease

prevention, epidemiology, or patient care quality improvement, where a laboratory and grant funding may not be necessary. The principal activity of *Tenure Track* faculty will be either patient care or research. Extramural grant funding is the mark of peer-reviewed excellence in those whose principal activity is research. Excellent teaching and patient care without regular peer-reviewed publications is a valued activity that fits best in the *Clinical Track*.

Timeline: Faculty in a tenure track position are eligible for tenure at 5 years in rank but must achieve tenure by seven years or they must leave that position. The only option for such a faculty member is to leave the University. There is no time limit for promotion to the next rank, but faculty are eligible after 5 years in rank. Full-time clinical track faculty should expect annual renewable contracts or rolling three year contracts with the University. Faculty will be notified by the department when they are eligible for promotion and/or tenure.

Joint Appointments: These appointments are to two or more academic departments. One department is always the principal department and this department is primarily responsible for salary and promotion and tenure decisions. The second (or further) department is one where the individual has significant professional activities such as teaching, research, or patient care and meets their appointment and tenure criteria. It is usual that the individual will have the same rank in both (or more) departments. Joint appointments also can occur in non-tenure tracks.

Criteria for promotion: Faculty will be assessed using a weighted scoring based on their percentage effort in the areas of research, teaching and service multiplied by their average scores (scale of 1 to 10 as determined by the Internal Medicine Promotion and Tenure Committee member). Committee members will determine their scores based upon criteria as outlined below in this document. Scores needed for promotion are as follows:

600-749 for Assistant Professor
750-899 for Associate Professor
900-1000 for Full Professor

Similar criteria will be used for decisions regarding Tenure.



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Criteria for Promotion to <u>the Rank of Professor</u> for Full Academic Track Appointments (candidate must demonstrate excellence in two categories and be considered good in one; candidates efforts will be weighed based on the percentage effort in the specific category [research, service, teaching])			
Category	Percent Time Devoted	Evaluation Standard	Criteria <i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i>
Research/ Scholarly Activity	50% - 80%	Excellent	<ul style="list-style-type: none"> • Publication of ≥5 book chapters. • ≥50 publications in peer-refereed journals. However, the quality of publications should be a critical determinant for a Professor, <i>i.e.</i> fewer publications in high impact, premier journals are preferable to more publications in second/third tier journals • PI on 1 major grant at time of promotion, and history of continuous funding. (Not including 1 year development grants, or seed money). • ≥50 presentations at national/international meetings (including residency and postdoctoral period). • Active reviewer for ≥ 2 journals, and/or member of national or federal peer review panel (NIH, VA, AHA, <i>etc.</i>) • ≥10 invited presentations to scientific meetings or other academic institutions
		Good	N/A – It is unlikely that with a >50% commitment to research, that other than an “excellent” evaluation would be acceptable. In the rare case that only a “good” rating is achieved, use the criteria for excellent under 20% time devoted.

Minimum Criteria for Promotion to the Rank of Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Research/Scholarly Activity, Continued	20% - 50%	Excellent	<ul style="list-style-type: none"> • ≥15 publications, including peer-reviewed journals and/or chapters, half as first author, half at ETSU • Co-investigator on a major grant (at least 10% effort) • Citations index–list candidate’s articles used in major publications • ≥20 presentations (including residency and post-doctoral period)
		Good	<ul style="list-style-type: none"> • ≥5 publications/chapters (1 to 2 as first author), half at ETSU • ≥5 presentations at regional/international meetings or otherwise convincing evidence of emerging national recognition (including residency and post-doctoral period)
	<20%	Excellent	<ul style="list-style-type: none"> • ≥5 publications/chapters (1 to 2 as first author), half at ETSU • ≥5 presentations at regional/international meetings or otherwise convincing evidence of emerging national recognition (including residency and post-doctoral period)

Minimum Criteria for Promotion to the Rank of Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Teaching	<p>N/A</p> <p>It is generally accepted that attaining the standard of excellence in teaching is irrespective of the time commitment. With rare exception, a faculty member would not be assigned more than 80% time teaching allowing time for achievements in research/ scholarly activity and service.</p>	Excellent	<ul style="list-style-type: none"> • Peer review (including chair’s review) leading to excellent ratings. • Recipient of teaching award–may be included but is not required. • Consistent student evaluations in excellent category. • Coordination or significant participation in at least 1 medical school course or 2 residency seminars, and/or instruction of a significant number (~30 to 60 percent) of lectures in major course (may include but not require serving as course director or program director). • Successful direction of a residency training program, clerkship program, or graduate program. • Active participation in curriculum planning and evidence of being viewed as making significant contribution to curriculum development. • Ability to identify at least 15 “mentees” who identify individual as a major career influence. • Consistent excellent evaluations for teaching/ presentations outside the COM • Evidence of national involvement in curriculum design or teaching evaluation (supported by letters from national organizations). • Development of well attended and highly rated CME programs. • Consistent excellent ratings at continuing education program presentations. • Evidence of scholarly activity.

Minimum Criteria for Promotion to the Rank of Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p style="text-align: center;">Criteria</p> <p style="text-align: center;"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Teaching, Continued		Good	<ul style="list-style-type: none"> • Peer review (including chair’s review) leading to good to excellent ratings. • Recipient of teaching award—may be included but is not required. • Consistent student evaluations in the good to excellent category. • Instruction of at least 20 hours in residency seminars or medical student courses annually. • Ability to identify at least one “mentee” who identifies the individual as a major career influence. • Good to excellent evaluations at CME conferences.

Minimum Criteria for Promotion to the Rank of Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p style="text-align: center;">Criteria</p> <p style="text-align: center;"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Service	≤80%	Excellent	<ul style="list-style-type: none"> • Evidence of coordination/direction of a major clinical program (clinic, hospital service, laboratory, <i>etc.</i>). • Referrals from beyond immediate region: statewide and/or national (<i>e.g.</i>, at least 1/3 of referrals from outside MEAC) • Service in national or regional professional organizations, regulatory bodies, College of Medicine, and/or University committees/boards/task forces • Development of a well-recognized practice parameter or algorithm for a particular diagnosis or procedure • Current board certification (including re-certification if applicable) • Service as a board examiner, or participation in the development of board examinations • Offering a unique clinical specialty or service for the region as evidenced by support letters from colleagues/peers • Service on national or federal scientific review boards or journal editorial boards • For primary care physicians: Establishment of successful primary care practice. • Evidence of scholarly activity.

Minimum Criteria for Promotion to the Rank of Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Service, Continued		Good	<ul style="list-style-type: none"> • Referrals from throughout the region (<i>e.g.</i>, at least 1/5 of referrals from outside MEAC). • Service in national or regional professional organizations, College of Medicine, and/or University committees/boards/task forces. • Board certification. • Offering a valuable clinical specialty or service for the region as evidenced by support letters from colleagues/peers • For primary care physicians: Establishment of a solid clinical practice. • Service to community boards, committees and task forces.



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**Criteria for Promotion to the Rank of Associate Professor for Full Academic Track Appointments
(candidate must demonstrate excellence in two categories and be considered good in one)**

Category	Percent Time Devoted	Evaluation Standard	Criteria <i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i>
Research/ Scholarly Activity	50% - 80%	Excellent	<ul style="list-style-type: none"> • Publication of at least 5 book chapters or monographs • At least 15 publications in peer-refereed journals (~ ½ as first author), half of which should be based on research conducted at ETSU. Quality of publications should be also weighed (i.e. fewer publications in high impact journals preferable than many in second or third tier journals). Published impact factors for specific journals will be used in this weighting. • At least 2 funded external grants; PI on 1 major, currently active grant. • >15 presentations at national/international meetings (including residency and post-doctoral period) • Reviewer in 2 journals and/or one or more Federal Research Grant Agencies such as NIH/HRSA/DHHS, or member of national or federal review panel • At least 5 invited presentations to scientific meetings or other academic institutions
		Good	N/A – It is unlikely that with a >50% commitment to research, that other than an “excellent” evaluation would be acceptable. In the rare case that only a “good” rating is achieved, use the criteria for excellent under 20% time devoted.

Minimum Criteria for Promotion to the Rank of Associate Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Research/ Scholarly Activity, Continued	20% - 50%	Excellent	<ul style="list-style-type: none"> • At least 8 publications, including peer-reviewed journals and/or chapters, half as first author, half at ETSU. Publications may be weighted based on impact factor. • Co-investigator on a major grant • 3 to 5 invited peer-reviewed scholarly presentations and/or 8-10 presentations (including residency and post-doctoral period)
		Good	<ul style="list-style-type: none"> • At least 5 publications/chapters (1 to 2 as first author), half at ETSU • At least 5 presentations at regional/international meetings or otherwise convincing evidence of emerging national recognition (including residency and post-doctoral period)
	<20%	Excellent	<ul style="list-style-type: none"> • At least 5 publications/chapters (1 to 2 as first author), half at ETSU • At least 5 presentations at regional/international meetings or otherwise convincing evidence of emerging national recognition (including residency and post-doctoral period)

Minimum Criteria for Promotion to the Rank of Associate Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Teaching	<p>N/A</p> <p>It is generally accepted that attaining the standard of excellence in teaching is irrespective of the time commitment. With rare exception, a faculty member would not be assigned more than 80% time teaching allowing time for achievements in research/ scholarly activity and service.</p>	Excellent	<ul style="list-style-type: none"> • Peer review (including chair’s review) leading to excellent ratings. • Recipient of teaching award—may be included but is not required. • Consistent student evaluations in excellent category. • Coordination or significant participation in at least 1 medical school course or 2 residency seminars, and/or instruction of a significant number (~30 to 60 percent) of lectures in major course (may include but not require serving as course director or program director). • Successful direction of a residency training program, clerkship program, or graduate program. • Active participation in curriculum planning and evidence of being viewed as making significant contribution to curriculum development. • Ability to identify at least 15 “mentees” who identify individual as a major career influence. • Presentations outside the COM about candidate’s teaching or teaching outside the institution. • Beginning evidence of national involvement in curriculum design or teaching evaluation. • Development of well attended and highly rated CME programs. • Consistent excellent ratings in CME program presentations. • Evidence of scholarly activity.

Minimum Criteria for Promotion to the Rank of Associate Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Teaching, Continued		Good	<ul style="list-style-type: none"> • Peer review (including chair’s review) leading to good to excellent ratings • Recipient of teaching award–may be included but is not required • Consistent student evaluations in the good to excellent category • Instruction of at least 20 hours annually in residency seminars or medical student courses annually • Ability to identify at least one “mentee” who identifies the individual as a major career influence • Good to excellent ratings in CME program presentations.

Minimum Criteria for Promotion to the Rank of Associate Professor for Full Academic Track Appointments

Category	Percent Time Devoted	Evaluation Standard	<p align="center">Criteria</p> <p align="center"><i>Candidates would not be expected to meet all of the criteria listed, but would meet the majority.</i></p>
Service	<80%	Excellent	<ul style="list-style-type: none"> • Evidence of coordination/direction of a major clinical program (clinic, hospital service, laboratory, <i>etc.</i>). • Referrals from beyond immediate region: statewide and/or national (<i>e.g.</i>, at least 1/3 of referrals from outside MEAC). • Service in national or regional professional organizations, College of Medicine, and/or University committees/boards/task forces. • Development of a well-recognized practice parameter or algorithm for a particular diagnosis or procedure. • Current board certification. • Service as a board examiner or participation in development of written board examinations. • Offering a unique clinical specialty or service for the region as evidenced by support letters from colleagues/peers. • Service on regional or national scientific review boards or journal editorial boards. • For primary care physicians: Establishment of successful clinical practice.
		Good	<ul style="list-style-type: none"> • Referrals from throughout the region (<i>e.g.</i>, at least 1/5 of referrals from outside MEAC) • Service in national or regional professional organizations, College of Medicine, and/or University committees/boards/task forces • Board certification • Offering a valuable clinical specialty or service for the region as evidenced by support letters from colleagues/peers • Service to community boards, committees and task forces • For primary care physicians: Establishment of solid clinical practice.



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Minimum Criteria for Promotion for Modified Academic Track Appointments

Criteria for Promotion	Review Process	Appeals
<p>The criteria for promotion requires the following:</p> <ul style="list-style-type: none">• excellence in one area• good performance in the other area of concentration• no third area of concentration is required <p>Otherwise, similar criteria for tenure track appointments apply. The time-line for submission of documents is the same as that for tenure track.</p>	<p>The faculty member's application for promotion will be reviewed by the Promotion and Tenure Committee of the College of Medicine.</p> <p>The Dean will review and decide on all promotion requests, and forward his or her decision and the application packet to the Vice President for Health Affairs and the University President.</p>	<p>The faculty appeals process will be the same as that for the tenure track.</p>



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Minimum Criteria for the Awarding of Tenure

In order to be awarded tenure, it must be determined that the individual would meet the long-term staffing needs of the department and the institution and satisfy the following criteria:

Category	Percent Time Devoted	Evaluation Standard	Criteria <i>No candidates would be expected to meet all of the criteria listed, but generally would meet the majority.</i>
Research/ Scholarly Activity	50% - 80%	Excellent	<ul style="list-style-type: none"> • Publication of ≥ 5 book chapters. • ≥ 15 publications in peer-refereed journals ($\sim 1/2$ as first author), half of which should be based on research conducted at ETSU. Quality of publications should be also weighed (<i>i.e.</i> fewer publications in high impact journals preferable than many in second or third tier journals). • At least 2 funded external grants; PI on 1 major, currently active grant. • ≥ 15-20 presentations at national/international meetings (including residency and postdoctoral period). • Reviewer in ≥ 2 journals. • ≥ 5 invited presentations to scientific meetings or other academic institutions.
		Good	N/A – It is unlikely that with a $>50\%$ commitment to research, that other than an “excellent” evaluation would be acceptable. In the rare case that only a “good” rating is achieved, use the criteria for excellent under 20% time devoted.

Minimum Criteria for the Awarding of Tenure

In order to be awarded tenure, it must be determined that the individual would meet the long-term staffing needs of the department and the institution and satisfy the following criteria:

Category	Percent Time Devoted	Evaluation Standard	Criteria <i>No candidates would be expected to meet all of the criteria listed, but generally would meet the majority.</i>
	20% - 50%	Excellent	<ul style="list-style-type: none"> • ≥8 to 10 publications, including peer-reviewed journals and/or chapters, half as first author, half at ETSU • Co-investigator on a major grant • Citations index–list candidate’s articles used in major publications • ≥3 invited presentations and/or 8-10 presentations (including residency and postdoctoral period)
		Good	<ul style="list-style-type: none"> • ≥5 publications/chapters (1 to 2 as first author), half at ETSU • ≥5 presentations at regional/international meetings or otherwise convincing evidence of emerging national recognition (including residency and post-doctoral period)
	<20%	Excellent	<ul style="list-style-type: none"> • ≥5 publications/chapters (1 to 2 as first author), half at ETSU • ≥5 presentations at regional/international meetings or otherwise convincing evidence of emerging national recognition (including residency and post-doctoral period)

Minimum Criteria for the Awarding of Tenure

In order to be awarded tenure, it must be determined that the individual would meet the long-term staffing needs of the department and the institution and satisfy the following criteria:

Category	Percent Time Devoted	Evaluation Standard	Criteria <i>No candidates would be expected to meet all of the criteria listed, but generally would meet the majority.</i>
Teaching	<p>N/A</p> <p>It is generally accepted that attaining the standard of excellence in teaching is irrespective of the time commitment. With rare exception, a faculty member would not be assigned more than 80% time teaching allowing time for achievements in research/ scholarly activity and service.</p>	Excellent	<ul style="list-style-type: none"> • Peer review (including chair’s review) leading to excellent ratings. • Recipient of teaching award–may be included but is not required. • Consistent student evaluations in excellent category. • Coordination or significant participation in at least 1 medical school course or 2 residency seminars, and/or instruction of a significant number (~30 to 60 percent) of lectures in major course (may include but not require serving as course director or program director). • Successful direction of a residency training program, clerkship program, or graduate program. • Active participation in curriculum planning and evidence of being viewed as making significant contribution to curriculum development. • Ability to identify at least 15 “mentees” who identify individual as a major career influence. • Presentations outside the COM about candidate’s teaching or teaching outside the institution. • Beginning evidence of national involvement in curriculum design or teaching evaluation. • Development of well attended and highly rated CME programs. • Consistent excellent ratings in CME program presentations. • Evidence of scholarly activity.

Minimum Criteria for the Awarding of Tenure

In order to be awarded tenure, it must be determined that the individual would meet the long-term staffing needs of the department and the institution and satisfy the following criteria:

Category	Percent Time Devoted	Evaluation Standard	Criteria <i>No candidates would be expected to meet all of the criteria listed, but generally would meet the majority.</i>
		Good	<ul style="list-style-type: none"> • Peer review (including chair’s review) leading to good to excellent ratings • Recipient of teaching award–may be included but is not required • Consistent student evaluations in the good to excellent category • Instruction of at least 20 hours in residency seminars or medical student courses annually • Ability to identify at least one “mentee” who identifies the individual as a major career influence • Good to excellent ratings in CME program presentations.

Minimum Criteria for the Awarding of Tenure

In order to be awarded tenure, it must be determined that the individual would meet the long-term staffing needs of the department and the institution and satisfy the following criteria:

Category	Percent Time Devoted	Evaluation Standard	Criteria <i>No candidates would be expected to meet all of the criteria listed, but generally would meet the majority.</i>
Service	<80%	Excellent	<ul style="list-style-type: none"> • Evidence of coordination/direction of a major clinical program (clinic, hospital service, laboratory, <i>etc.</i>). • Referrals from beyond immediate region: statewide and/or national (<i>e.g.</i>, at least 1/3 of referrals from outside MEAC). • Service in national or regional professional organizations, College of Medicine, and/or University committees/boards/task forces. • Development of a well-recognized practice parameter or algorithm for a particular diagnosis or procedure. • Current board certification. • Service as a board examiner or participation in development of written board examinations. • Offering a unique clinical specialty or service for the region as evidenced by support letters from colleagues/peers. • Service on regional or national scientific review boards or journal editorial boards. • For primary care physicians: Establishment of successful clinical practice.
		Good	<ul style="list-style-type: none"> • Referrals from throughout the region (<i>e.g.</i>, at least 1/5 of referrals from outside MEAC) • Service in national or regional professional organizations, College of Medicine, and/or University committees/boards/task forces. • Board certification. • Offering a valuable clinical specialty or service for the region as evidenced by support letters from colleagues/peers. • Service to community boards, committees and task forces. • For primary care physicians: Establishment of solid clinical practice.



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Minimum Criteria for Promotion for Volunteer/Clinical Track Appointments			
Criteria	Assistant Clinical Professor	Associate Clinical Professor	Clinical Professor
Minimum criteria	<ul style="list-style-type: none"> • Completion of postgraduate training • Independent clinical licensure • Willingness to provide clinical teaching for medical student or resident education or documented service to the department • Acceptable clinical teaching 	Criteria for Assistant Clinical Professor	Criteria for Associate Professor
Added criteria (2 or more)	N/A	<ul style="list-style-type: none"> • Local/regional leadership stature in profession • Teaching awards • Good to excellent evaluations by student/resident trainees 	<ul style="list-style-type: none"> • Any publications or research participation • State/national leadership in professional organizations, healthcare boards, etc. • Senior local

			leadership/contribution to profession <ul style="list-style-type: none">• Clinical presentations including grand rounds at the medical school• Three to five publications• Active research involving medical school faculty or trainees
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Review Process: Requests for promotion in rank are considered by the Chair of the Department. If approved by the Chair, the request is forwarded to the Dean of Medicine for review and final approval.

Summary of Faculty Tracks

Track	Tenure Eligible	Eligible for Conversion to Tenure Track	Promotion Criteria	Full-time Appointment	Fixed Term	Renewable/Extendable	FAP/FAR/FAE Required	Benefits			
								Full	CPA	Tuition	Library
Tenure	N/A	N/A	Full Academic	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes
Tenure Track	Yes	N/A	Full Academic	Yes	7 years max	Years 1-6	Yes	Yes	Yes	Yes	Yes
Clinical Track	No	Yes	Modified Academic	Yes	1-3 years	Extended annually for an additional year	Yes	Yes	Yes	Yes	Yes
Research Track	No	Yes	Modified Academic	Yes	1-3 years	Extended annually for an additional year	Yes	Yes	Yes	Yes	Yes
VA Academic Track	No	No	Modified Academic	No (8/8 VA)	Yearly	Yes	Yes	No	Yes	Yes	Yes
Clinical/Volunteer	No	No	Volunteer/Clinical	No	Yearly	Yes	No	No	No	No	Yes
VA Volunteer	No	No	Volunteer/Clinical	No	Yearly	Yes	No	No	No	No	Yes
Adjunct	No	No	N/A	No	1-2 years	Yes	No	No	No	No	Yes

