

**INTEGRATED MEDICAL SCIENCE DEPARTMENT  
CHARLES E. SCHMIDT COLLEGE OF MEDICINE  
FLORIDA ATLANTIC UNIVERSITY**

**PROMOTION AND TENURE GUIDELINES**

**Promotion and Tenure Criteria**

Decisions on promotion and tenure are a key to the future quality and operation of the Integrated Medical Science (IMS) Department and must be considered in a serious and professional manner. The primary mission of this department coincides with those of the university: teaching, research, scholarly activity, service, and patient care. The guidelines should provide direction to all parties. The totality of evidence leading to the most rational judgments about the candidate should include, but not necessarily be limited to, the Assignment of Responsibilities, evaluations of the candidate, as well as the *“University Guidelines for Promotion and Tenure of Faculty”* regarding the content and format of the candidate’s portfolio. These guidelines also provide a general guide to the criteria for promotion and tenure. Applicants seeking promotion to the rank of Associate Professor will typically have 5-7 years of experience at the rank of Assistant Professor, with at least two of those years serving at FAU. Those seeking promotion to the rank of Professor will typically have 5-7 years of experience at the rank of Associate Professor, with at least three of those years serving at FAU. Any consideration of activities from outside institutions in promotion or tenure decisions must be outlined to the IMS P&T Committee by the Department Chair. Exceptional circumstances may on occasion, justify early promotion to a rank, in which case the justification must be well documented and demonstrate exemplary performance. It is important that the records of candidates are evaluated fairly and objectively in the context of their academic assignments. Achievements in teaching, research, scholarly activity, service, and/or patient care activities will be emphasized proportionally based on the individual candidate’s assigned percent of effort in these areas over time, during their progress toward promotion and/or tenure. The department will follow the most recent time-line provided in the annual memorandum disseminated by the Office of the Provost in scheduling the various steps in the promotion and tenure process of the department.

Promotion may be based on different patterns of significant accomplishment, and evaluation will accommodate the variations in faculty assignment and activity. Academic rank differs from administrative titles, which may be awarded to faculty at any rank based on their contributions and roles at the College. The annual Assignment of Responsibilities will reflect the relative efforts directed to teaching, research, scholarly activity, service and patient care.

**Annual Appraisal of Progress toward Promotion and Tenure**

The Department Chair is responsible for completing an Annual Evaluation of Faculty and for

assessing the progress of faculty toward promotion and/or tenure with input from the Departmental and/or College P&T committees if needed. The Department Chair is also responsible for completing the Annual Progress toward Tenure and Promotion and Progress toward Promotion to Professor Forms. This annual evaluation will examine the assigned duties for tenure and promotion including teaching, research, scholarly activity, service and patient care for all faculty members, and will be based on the faculty member's specific assignments in these areas, as documented in the Assignment of Responsibilities. Assignments or changes in assignments made by administrators other than the Chair will also be documented in writing for the faculty portfolio. The Chair will provide a copy of the Annual Evaluation to each faculty member.

For tenure-track faculty, in addition to the Annual Evaluation, a comprehensive review of the progress towards tenure and promotion of each tenure-track faculty member in the department will be conducted three years after the time of hiring. This evaluation will be done by the chair with input from the Departmental and College P&T Committees.

Both the Annual Evaluations and third year review will be considered in promotion and tenure decisions. However, such decisions also require consideration of the applicable criteria as outlined for each rank and for the tenure and non-tenure tracks, relying on the annual evaluation as evidence of performance separate from outlined promotional criteria.

### **Criteria for Appointment, Promotion, Tenure, or Retention**

For promotion and/or tenure, faculty must receive annual evaluations in teaching, research, scholarly activity, service, and/or patient care that are consistent with excellence during the considered time period, particularly in the area in which they allocate the greatest amount of effort. Evidence of scholarship is required for all promotions commensurate with the faculty member's assignment. Recommendations for promotion may be based on evidence that the candidate has documented appropriate contributions in their area of greatest effort, while continuing to perform well and effectively in all other assigned areas. Promotion will be based on demonstrated merit, and not years of departmental employment. Awarding of tenure implies a commitment by the university and the department that the individual and departmental colleagues expect to co-exist in a mutually collegial manner for the remainder of their professional careers. The criteria for promotion within the tenure and non-tenure tracks are qualitatively similar but quantitatively different.

As indicated in the University Guidelines, *"the awarding of tenure is not a simple summing of annual evaluations. The awarding of tenure is based upon the judgment that the person will have a lifelong commitment to scholarship and teaching at the University level and to sharing in the tasks, activities and goals of the Department/School, College and University"*. Therefore the awarding of tenure should be viewed as the most important decision of the departmental faculty members. A faculty member hired as Associate Professor or Professor without tenure must demonstrate the ability to maintain and extend his or her research and/or scholarly activity while at the University in order to be considered for tenure.

## **TENURE TRACK**

### **Assistant Professor (Tenure Track)**

The criteria for promotion to the rank of Assistant Professor include:

- A. A doctoral degree (Ph.D., M.D., D.O., Ed.D. or equivalent terminal degree) with successful completion of a postgraduate training program, ABMS or AOA board certification or board eligibility in a clinical discipline or the equivalent for non-M.D. specialists; and a major commitment to teaching, research and/or clinical service.
- B. Evidence of the ability to be an effective teacher and carry out research and/or scholarly activity.
- C. Demonstrated interest in being a productive and collegial professional in the field of medicine, medical education and/or science.
- D. The potential to serve the college, university and community in meaningful ways through contributions in teaching, research or scholarly activity, service, or patient care.

### **Associate Professor (Tenure Track)**

In order to achieve promotion to the rank of Associate Professor a faculty member must demonstrate excellence in their area of greatest effort (teaching, research, scholarly activities, service, and/or patient care) and perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of such performance in assigned areas should be reflected in the majority of annual reviews over the duration of the review period.

Examples of excellence required to achieve promotion to the level of Associate Professor include but are not limited to the items listed below. Additional examples that demonstrate excellence in the various areas are provided in **Appendix A**.

- A. **Teaching:** Candidates must show they are effective in teaching and committed to the department's goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field at the local and regional level. Evidence of achievement in this category includes responsibility for design, organization, coordination, and evaluation of a high-quality course or series of lectures, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials. To achieve effective performance in teaching, candidates must demonstrate a scholarly approach to the education mission as broadly defined by examples provided in Appendix A, and/or

the University Promotion and Tenure Guidelines.

- B. **Research:** Candidates must show they are effective in and committed to high quality research activity as evidenced by regional or national reputation. Research activity can take many forms including basic science research, translational research, clinical research, educational research, and quality improvement or health systems research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc). Evidence of scholarship in this category also includes publications or original substantive work in peer-reviewed journals and invited lectures. To achieve effective performance in research, candidates may demonstrate such support from recognized federal and state agencies, corporations and/or foundations over a period of time.
- C. **Scholarly Activity:** Candidates must show they are effective in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal. To achieve effective performance in scholarly activity, candidates must demonstrate a scholarly approach to their work as broadly defined by examples provided in Appendix A, and/or the University Promotion and Tenure Guidelines.
- D. **Service:** Candidates must show they are effective in and committed to the department's mission of service within the College of Medicine and University as well as to the community and profession. Examples of effective service include but are not limited to: active participation in the governance of professional organizations, engaging in the review of research grants for federal agencies or private foundations, serving or leading departmental, college, or university-wide committees and initiatives, commendable participation in community service or other volunteer activities. To achieve effective performance in service, candidates must demonstrate commitment toward supporting the department, College's or University's missions as broadly defined by examples provided in Appendix A, and/or the University Promotion and Tenure Guidelines.
- E. **Patient Care:** Candidates must show they are effective in their clinical skills and the provision of patient-centered care. Examples of effective performance include but are not limited to providing clinical innovations, developing clinical research and/or programs that are locally and/or nationally distinctive and/or participating in programs that measurably improve patient outcomes. To achieve effective performance, candidates must demonstrate high-quality, evidence-based patient care and clinical teaching. Other distinctive performance may include developing and/or participating in clinical programs that could potentially improve patient outcomes or access to care.

## **Professor (Tenure Track)**

Promotion to Professor is largely based on accomplishments since promotion to Associate Professor, and the candidate's portfolio should demonstrate scholarly achievements since that time.

In order to achieve promotion to the rank of Professor a faculty member must demonstrate distinction in their area of greatest effort (teaching, research scholarly activities, service, and/or patient care), and distinction in research and other appropriate forms of scholarly and creative activity. The faculty member must also perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of such performance in assigned areas should be reflected in a substantial majority of annual reviews over the duration of the review period.

Examples of distinction that are required to achieve promotion to the level of Professor include, but are not limited to, the items listed below. Additional examples of distinctive performance in the various areas are provided in **Appendix A**.

- A. **Teaching:** Candidates must demonstrate distinction in teaching, and model commitment to the department's goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field in the national or international arena. Evidence of distinctive achievement in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lecture, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.
- B. **Research:** Candidates must show that they are distinctive in and committed to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research, and quality improvement or health systems research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc.). Evidence of distinctive scholarship in this category also includes publications in peer-reviewed journals and media and invited lectures. For faculty whose area of greatest effort is in research, promotion to Professor can include a history of sustained funding as evidenced by grant or contract support during the majority of years in the review period.
- C. **Scholarly Activity:** Candidates must show they are distinctive in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, patents, and other original contributions to the health

science knowledge base. Some examples of distinctive achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at national or international meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal, or member of a Data Safety and Monitoring Board.

D. **Service:** Candidates must show they are distinctive in and committed to the department's mission of service within the College of Medicine and University as well as to the community and profession. Examples of distinctive service include: active participation in the governance of professional organizations, engaging in the review of research grants, serving or leading departmental, college, or university-wide committees and initiatives, commendable participation in community service or other volunteer activities.

E. **Patient Care:** Candidates must show they are distinctive in their clinical skills, provide clinical innovations, develop clinical research and/or programs that are nationally and/or internationally distinctive and participate in programs that measurably improve patient outcomes.

When applying for promotion, faculty members are expected to follow the university guidelines for preparation of portfolio materials including letters from referees outside of the university. The following should be included:

- At least 3 letters from referees outside of the university at or above the rank to which the candidate is being promoted, who are acceptable to the Chair (based on expertise in the candidate's area). These should not come from persons closely identified with the candidate (such as graduate advisors and post-doctoral mentors) so as to be objective. The list of potential reviewers should be compiled by the Chair in consultation with senior faculty in the candidate's area of expertise (Associate or Full Professors). These consultants may be faculty in the Department, or in other university departments if expertise within the department is not available. The list of potential referees will be provided in writing to the candidate, who will review this list for conflict of interest, or evidence that the reviewers do not have sufficient expertise in the candidate's field, and are therefore not qualified.
- Up to 2 letters from research collaborators, advisors, mentors, mentees, students or colleagues at FAU may also be included in *addition* to the 5 outside letters.

## **NON-TENURE TRACK (CLINICIAN AND/OR EDUCATOR)**

### **Assistant Professor (Non-Tenure Track)**

The criteria for promotion to the rank of Assistant Professor include:

- A. A doctoral degree (Ph.D., M.D., D.O., Ed.D. or equivalent terminal degree) with successful completion of a postgraduate training program, ABMS or AOA board certification or board eligibility in a clinical discipline or the equivalent for non-M.D. specialists; and a major commitment to teaching, research and/or clinical service.
- B. Evidence of the ability to be an effective teacher and carry out research and/or scholarly activity.
- C. Demonstrated interest in being a productive and collegial professional in the field of medicine, medical education and/or science.

### **Associate Professor (Non-Tenure Track)**

In order to achieve promotion to the rank of Associate Professor a faculty member must demonstrate excellence in their area of greatest effort (teaching, research, scholarly activities, service, and/or patient care) and perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of excellent performance in assigned areas should be reflected in the substantial majority of annual reviews over the duration of the review period.

Examples of excellent performance to achieve promotion to the level of Associate Professor include but are not limited to the items listed below. Additional examples that demonstrate excellence in the various areas are provided in **Appendix A**.

- A. **Teaching:** Candidates must show that they are effective in teaching and committed to the department's goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field through at the local or regional level. Evidence of scholarship in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lecture, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.
- B. **Research:** Candidates must show they are effective in and committed to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research, and quality improvement or health systems research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc.). Evidence of scholarship in this category also includes publications or original substantive work in peer-reviewed journals and media and invited lectures.
- C. **Scholarly Activity:** Candidates must show they are effective in and committed to performing high quality scholarly activity. Scholarly activity includes basic and

applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include: authorship of scholarly publications, including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal.

- D. **Service:** Candidates must show they are effective in and committed to the department's mission of service within the College of Medicine and University as well as to the community and profession. Examples of outstanding service include but are not limited to: active participation in the governance of professional organizations, engaging in the review of research grants, serving or leading departmental, college, or university-wide committees and initiatives, commendable participation in community service or other volunteer activities.
- E. **Patient Care:** Candidates must show they are effective in their clinical skills and the provision of evidence-based patient-centered care. Examples of outstanding performance include but are not limited to providing clinical innovations, developing clinical research and/or programs that are locally and/or nationally distinctive and/or participating in programs that measurably improve patient outcomes.

### **Professor (Non-Tenure Track)**

Promotion to Professor is largely based on accomplishments since promotion to Associate Professor, and the candidate's portfolio should demonstrate scholarly achievements since that time.

In order to achieve promotion to the rank of Professor a faculty member must demonstrate distinction in their area of greatest effort (teaching, research scholarly activities, service, and/or patient care) and perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of distinctive performance in assigned areas should be reflected in the substantial majority of annual reviews over the duration of the review period.

Examples of distinction to achieve promotion to the level of Professor include, but are not limited to, the items listed below. Additional examples of distinctive performance in the various areas are provided in **Appendix A**.

- A. **Teaching:** Candidates must demonstrate distinction in teaching and commitment to the department's goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field in the national or international arena. Evidence of achievement in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lecture,



developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.

- B. **Research:** Candidates must show they are distinctive in and committed to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research, and quality improvement or health systems research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc.). Evidence of scholarship in this category also includes publications or original substantive work in peer-reviewed journals and media and invited lectures.
- C. **Scholarly Activity:** Candidates must show they are distinctive in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal.
- D. **Service:** Candidates must show they are distinctive in and committed to the department's mission of service within the College of Medicine and University as well as to the community and profession. Examples of exceptional service include: active participation in the governance of professional organizations, engaging in the review of research grants, serving or leading departmental, college, or university-wide committees and initiatives, commendable participation in community service or other volunteer activities.
- E. **Patient Care:** Candidates must show they are distinctive in their clinical skills, provide clinical innovations, develop clinical research and/or programs that are nationally and/or internationally distinctive and participate in programs that measurably improve patient outcomes.

When applying for promotion, faculty members are expected to follow the university guidelines for preparation of portfolio materials including letters from referees outside of the university. The following should be included:

- At least 3 letters from referees outside of the university at or above the rank to which the candidate is being promoted, who are acceptable to the Chair (based on expertise in the candidate's area). These should not come from persons closely identified with the candidate (such as graduate advisors and post-doctoral mentors) so as to be objective. The list of potential reviewers should be compiled by the Chair in consultation with senior faculty in the candidate's area of expertise (Associate or Full Professors). These consultants may be faculty in the department, or in other university departments if expertise within the department is not available. The list

of potential referees will be provided in writing to the candidate, who will review this list for conflict of interest, or evidence that the reviewers do not have sufficient expertise in the candidate's field, and are therefore not qualified.

- Up to 2 letters from research collaborators, advisors, mentors, mentees, students or colleagues at FAU may also be included in *addition* to the 5 outside letters.

## **RESEARCH FACULTY (Non-Tenure Earning)**

### **Assistant Research Professor**

Candidates are required to hold a Ph.D. or terminal degree in their area of expertise, and have at least 3 years of post-graduate research experience at the university level. Research activity will be demonstrated by publications in peer-reviewed journals or chapters/textbooks, and presentations at national or international meetings. Professional service, such as serving as a manuscript reviewer for journals, will also be considered. Candidates are expected to have participated in the research training of undergraduate and/or graduate students.

Candidates are expected to provide at least 3 letters of reference from experts in their field of research that address the research accomplishments of the candidate during their postdoctoral work. These can include letters from post-doctoral advisors and research collaborators.

### **Associate Research Professor**

Candidates must have met the requirements described above, and show additional evidence of exceling in assigned research activities since appointment to Assistant Research Professor.

Evidence of achievement may include a consistent record of peer-reviewed publications, presentations at national or international meetings, and professional activities such as manuscript review and participation in the organization of meetings/symposia. Participation in the development and submission of grant proposals that result in extramural grant awards will be given significant weight in the decision for promotion to Associate Research Professor, particularly if the candidate is a Co-Investigator, Co-PI, or PI on such an award. A consistent record of contributing to undergraduate and/or graduate research education through supervision of student research and service on student thesis committees is also expected.

Candidates are required to provide at least 3 outside letters from experts in their discipline that address the research accomplishments of the candidate. For faculty supported on research grants to tenured faculty, one additional of letter must come from their supervising faculty member.

## **Research Professor**

Candidates must have met the criteria described above, and demonstrate additional evidence of excelling in assigned research activities since appointment to Associate Research Professor.

Significant achievement in independent research is the primary consideration. The most significant factor will be demonstrated success in obtaining extramural research grants as an independent Principal Investigator. The candidate is additionally expected to have established a national/international reputation, with a strong record of peer-reviewed publications or publications of chapters/textbooks, and a record of presentations at other institutions and national/international meetings. Professional service as a member of an editorial board or grant review panel, as an officer in a professional organization, and in organizing meetings or symposia will also be considered. A consistent record of training research students is expected, as is service on student thesis and dissertation committees. Additional service or leadership contributions to the University are also expected, particularly those that contribute to the University research mission.

Candidates are required to provide at least 3 letters (though more than 3 is recommended) from experts in their field that address the research accomplishments of the candidate. These letters must come from referees at the rank of Professor, from outside this university, who are not associated with the candidate.

Outside reviewers will be selected as described above for tenure-track faculty. Internal letters may be included in addition to the external letters.

## **MEDICAL LIBRARIAN (Non-Tenure Earning)**

The criteria for promotion correspond with those described in the FAU Libraries Procedures and Guidelines for Promotion of Librarians. Ranks of Medical Librarian faculty parallel those of other members of College faculty: Assistant, Associate and Medical Librarian.

### **Criteria for Promotion Specific to Rank**

#### **Assistant Medical Librarian**

The criteria for appointment at the rank of Assistant Medical Librarian include:

- A. A master's degree in library science from an ALA-accredited institution and at least two years of experience as a professional librarian or equivalent after completing the master's degree.
- B. A record of productive scholarship and scholarly activity demonstrating university or local prominence is preferred, i.e., participation in peer-reviewed publications, presenting at meetings, and service on committees, with demonstrated potential for future research/scholarly/creative contributions.

- C. Demonstrated interest in being a productive and collegial professional in the library profession.

### **Associate Medical Librarian**

The criteria for promotion or appointment at the rank of Associate Medical Librarian include:

- A. A minimum of five years FTE (full-time equivalent) experience after receiving the appropriate master's degree, at least two of which must be in rank at Florida Atlantic University if seeking promotion. Completion of time requirements must be fulfilled by the time the promotion becomes effective, which is the beginning of the contractual year following the promotion process.
- B. Established a documented record of effective job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude. Must show capacity to exercise the fully developed skills expected at the Associate Medical Librarian level.
- C. Demonstrated substantial contribution with evidence of enhanced responsibility, continued growth, and strong commitment to the library, the College and the institution, or to library professional organizations.
- D. Achievement of a high level of expertise to advance the goals of the College, the University, and the profession. Medical librarians at this rank are expected to exercise significant professional judgment and provide evidence of a substantial degree of leadership.
- E. Evidence of distinction and commitment significantly beyond the degree expected of an assistant medical librarian in scholarship, research, and/or creative endeavors, with notable contributions to the advancement of librarianship and increasing service to the College, University and community.

### **Medical Librarian**

The criteria for promotion to the rank of Medical Librarian is predicated upon mastery of the qualities described for an associate university librarian. Medical librarians at this rank show evidence of superior performance at the highest levels of professional responsibility.

- A. Serve a minimum of eight years FTE experience after receiving the appropriate master's degree. Completion of time requirements must be fulfilled by the time the promotion becomes effective, which is the beginning of the contractual year following the promotion process.
- B. Established a documented record of exceptional job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude. Must show capacity to exercise the fully developed skills expected at the Medical Librarian level.
- C. Demonstrated exceptional contribution with evidence of enhanced responsibility, continued growth, and strong commitment to the College and the institution, or to library professional organizations.

- D. University librarians are expected to have achieved a superior level of expertise and have a demonstrated record of accomplishments to advance the goals of the College, the University, and the profession. Librarians at this rank are expected to exercise the highest level of professional judgment and provide evidence of long-standing leadership.
- E. Provide evidence of distinction and commitment in scholarship, research, and/or creative endeavors, with notable contributions to the advancement of librarianship and service to the College, University and community.
- F. Provide evidence of recognized distinction in *at least one* of the categories of librarianship, scholarship, or service. The candidate must provide evidence of distinctive achievement among peers in one's discipline or professional field at the national or international level. To demonstrate distinctive scholarship and research, the candidate should be on a trajectory of national and international scholastic development. Candidates must show that they are distinctive in and committed to performing high quality scholarly activity. Some examples of distinctive achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, honors and awards, presentations at national or international meetings or other institutions. The candidate must show that they have undertaken an important research agenda, including grantsmanship, and are making demonstrable progress on that agenda. The candidate for Medical Librarian may be engaged in a leadership role for grant-writing activities as appropriate to the discipline. In addition, it is expected that the candidate will be professionally engaged and has disseminated their scholarship at national and international conferences since promotion to Associate Medical Librarian.

### **Criteria for Promotion Specific to Areas of Achievement**

The areas of achievement to be considered in the promotion process are as follows: Librarianship, Scholarship, Research, and/or Creative Endeavor, and Service.

#### **A. Librarianship**

Librarianship is the most important criterion for medical library faculty in the College and is given the most weight in promotion decisions. Medical library faculty should demonstrate sustained growth and high-quality contributions in the area(s) of their core responsibilities. General characteristics expected of all medical library faculty regardless of job assignment include but are not limited to:

- Consistency in professional performance and effectiveness.
- Complex problems solving and attention to detail.
- Ability to organize work, produce results and improve services.
- Strong communication and decision-making skills.
- Awareness of current developments in the library profession and appropriate subject fields.
- Ability to apply professional principles and standards to local situations.
- Comprehensive understanding of College and University goals.

- Flexibility to adapt to new technologies, acquire new skills and innovate.
- Ability to work successfully in a team environment and in a variety of library areas.
- Leadership and supervision (if assigned).
- Active participation in self-studies in all areas of College medical library operations.
- Perform training/instruction as assigned.

Medical libraries are complex information environments, and the responsibilities of medical library faculty vary markedly in their focus. As specialists, medical librarians are responsible for providing access to information, document delivery, collection development and preservation, digitization, technological expertise and support, bibliographic control and organization, instruction, reference, outreach, and administration and planning.

### **B. Scholarship, Research, and/or Creative Endeavor**

Medical library faculty are expected to establish and sustain a program of high-quality research and/or creative accomplishments appropriate to their core responsibilities and rank as based on the percentage of time allocated to research/writing in the librarian's annual assignment and which are consistent with the College's mission and goals. Scholarship is not evaluated on the basis of philosophical orientation nor the specific topic examined.

In addition, the scholarship, research, and/or creative activities of the candidate will be examined as an entire body of work. Criteria for evaluating the quality of a candidate's research, regardless of format, includes evidence of originality, breadth of dissemination, and impact on scholarship and/or practice in the candidate's field of research. Works that demonstrate a command of a subject, collect and analyze new data, undergo rigorous peer review prior to publication, and are widely disseminated are particularly important.

When reviewing a candidate's promotion e-portfolio, it is important to take into consideration that excellent performance or librarianship is the primary criterion, and professional development, research, and/or creativity and service are secondary. Medical librarians are 12-month faculty. The candidate's annual assignment will be reviewed and evaluated according to how much time is allocated by his/her supervisor for service and scholarship activities. This evaluation will be given merit when deciding the candidate's prospect for promotion.

The College values both collaboration and individual initiative. Although co-authored publications and presentations are valued, the candidate's e-portfolio should show some evidence of independent research or research where the candidate is lead author, particularly for candidates who are seeking promotion to the level of Medical Librarian.

Weight will be given to scholarship published in peer-reviewed publications.

#### **Scholarship of Discovery:**

- Obtaining grants and other funding, such as fellowships, internships or study leaves, which benefit the College or librarianship.

- Assessment Studies.
- Developing original computer software or successful adaptations of software in collaboration with University Libraries for College library operations.

### **Scholarship of Integration:**

- Individual or leading peers in presentations, panel presentations, poster sessions, and exhibitions that have been invited, accepted or otherwise solicited by professional or scholarly organizations.
- Recruitment and marketing.

### **Scholarship of Application:**

- Scholarship published in peer reviewed journals and significant non-refereed journals, book chapters and books.
- Editorship or editorial contributions for scholarly publications.
- Completion of a dissertation or a thesis.
- Advanced study, such as for credit courses, additional degrees, or certification in a specialization.
- Self-education toward a specific goal agreed upon with the individual's supervisor; these contracted goals should develop proficiencies that enhance library services.
- Obtaining Internships, fellowships, or sabbaticals.
- Special projects (above and beyond one's annual assignment).

### **Scholarship of Teaching:**

- The research and development of courses or classes in librarianship or a scholarly topic where the individual has expertise, such as teaching a semester-long for-credit course(s).
- Development and teaching of continuing education workshops or courses for library colleagues.
- Advising and mentoring of Directed Independent Study students, interns, etc.

## **C. Service**

The College highly values active participation and leadership in service to the College, University, community, and profession. Medical librarians are expected to apply their professional expertise in developing new programs and services, providing solutions to problems, and guiding the strategic direction of the College. Medical librarians contribute to the governance of the University or its various units, and to the diversity and intellectual life of the College, University and the community. Professional participation at an appropriate level is expected. Such participation may be in state, regional, national, or international associations or organizations.

Examples of Service include but are not limited to:

- Participation in committees and/or task forces at all levels (College, University, state, regional, national, and international) with emphasis on leadership.
- Mentorship and advising both internally and externally.
- Contributions to College and University programs to enhance equal opportunity and cultural diversity.
- Assistance to student organizations.
- Consultation on professional topics.
- Participation in promotion and academic governance processes, University activities and scholarly events.
- Outreach service or presentations to professional associations, learned societies, civic organizations, and community agencies with emphasis on leadership.  
Collaboration with regional cultural organizations and other extracurricular involvement in the community.

### **Movement Between Tenure and Non-Tenure Tracks**

Movement between the tenure and non-tenure tracks should be treated as a new appointment. The Department must meet requirements outlined in the College and University guidelines for recruitment, selection, and appointment of faculty when making these considerations.

### **Initial Appointments above the Rank of Assistant Professor**

Individuals who have achieved a rank above Assistant Professor at a comparable institution can be considered for an initial appointment at that higher rank in the IMSD. Individuals can also be considered for appointment at a rank above Assistant Professor, or above their previous rank, when their accomplishments warrant this consideration. In such cases the Chair of the Integrated Medical Science Department will notify the Chair of the Promotion and Tenure Committee, who will then assign the two most appropriate committee members to review the candidate's portfolio. The P&T Committee will then notify the Department Chair of their recommendation, prior to the candidate receiving their formal offer letter from the College.

### **Voting Eligibility in the Integrated Medical Science Department**

In all promotion and tenure decisions, the IMSD Promotion and Tenure Committee will make recommendations to the Chair on behalf of the department. Any member of the faculty who meets the criteria below can be eligible to vote as a member of the Department's P&T Committee, with exceptions described.

As indicated in the Provost's "*Guidelines for Appointment, Promotion and Tenure of Faculty*": "In tenure considerations, those eligible to vote are the tenured faculty members of the appropriate department/school; in promotion cases, all tenured and tenure track faculty



members of the faculty are eligible to vote, unless otherwise specified by the bylaws of the department/school or college.

1. Four faculty members from the Department will be elected by the department faculty to serve on the College Promotion and Tenure Committee, according to the College Bylaws. College Promotion and Tenure Committee members can attend the Promotion and Tenure meeting of the Department, but they are not eligible to vote on promotion or tenure at the departmental level. They are eligible to vote on promotion and tenure only through the College Promotion and Tenure Committee.
2. All full-time tenured and tenure-track faculty are eligible to serve as members of the Departmental Promotion and Tenure committee, allowing them to vote for promotion to any rank for candidates who are tenured or tenure-track.
3. In considerations for tenure, including tenure on appointment, all tenured faculty members at or above the proposed candidate's faculty appointment level (i.e. associate or full professors depending on the applicant) are eligible to vote as members of the Department P&T Committee.
4. Non-tenure earning faculty members are eligible to make a recommendation on promotions of tenured or tenure-track faculty. They are eligible to vote on promotion of non-tenure track faculty.
5. Tenured faculty members are eligible to vote for promotion of non-tenure track faculty (on the Committee charged with this, as described above).

Voting on promotion or tenure in the Department requires that each P&T Committee member eligible to vote consult the candidate's file/portfolio to establish an informed recommendation. Voting is done by anonymous balloting, and votes can be "yes", "no", or "abstain". Eligible faculty not able to attend the departmental meeting to discuss and vote on promotion of candidates may provide their proxy to another eligible faculty member attending the meeting, provided they inform the Chair of the department in advance, and review the portfolio materials. Voting requires that a quorum of faculty be in attendance to participate in discussion at the departmental meeting (more than 50% of the voting-eligible faculty in the Department). Following Departmental review, and prior to review at the College level, candidates for promotion and/or tenure may add to their portfolio a written response to any materials added to the candidate's portfolio, within 5 days of the material's receipt.

### **Promotion and Tenure Committee Membership**

The Integrated Medical Science Department (IMSD) Promotion & Tenure (P&T) Committee will be composed of seven faculty members of the Department. The P&T Committee will serve in an advisory role to the Chair of the Department.

The IMSD P&T Committee will include the majority of its members at the rank of Associate Professor or Professor, with no more than two members at the rank of Assistant Professor. Committee members will serve a two-year term, which can be renewed for one additional two-year term. Any faculty member with a 0.5 FTE appointment is eligible to serve on the Department Committee. Decanal faculty are eligible to serve on the Committee if elected or appointed, however the Department Chair and Associate Department Chair are not eligible to serve. IMSD faculty who are members of the College P&T Committee are not eligible to serve at the Department level.

The Department Chair will appoint four members of the faculty to the IMSD P&T Committee and the remaining three committee members will be elected through an election process by the members of the Department who have a 0.5 FTE or greater. The Committee will then select a chair through an election process.

Decisions on promotions will be voted on by all seven committee members, who will have the opportunity to approve or deny the appointment or promotion, or abstain if they have a conflict of interest. The result of the vote and a brief summary of relevant aspects of the discussion will be forwarded to the Department Chair, who will make recommendations regarding promotion of IMSD faculty members to the College P&T Committee.

Decisions on tenure will be deferred to the College P&T Committee until such time as there are adequate numbers of tenured members of the IMSD to populate both committees without the problem of duplicate voting.

## **Appendix A**

Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base, such as:

### **TEACHING**

- Inclusion of your teaching materials in a peer-reviewed venue
- Publishing peer-reviewed materials
- References or citations of your materials or approach
- Data showing adoption of teaching materials by other faculty
- Description of how others have used your teaching materials or curriculum
- Invitations to present at regional, national or international meetings, including evaluations of the presentation
- List of institutions where the curriculum or innovation has been adopted
- Development of new courses and programs
- Invitations to consult with other schools
- Social media dissemination
- Securing program development funding
- Conducting skill enhancement sessions at professional meetings
- Teaching effectiveness evidenced by mastery of both content and method, documented by student and faculty evaluations
- Innovation in teaching methods and production of texts or educational software
- Responsibility for design, organization, coordination and evaluation of a high-quality course or series of lectures
- Responsibility for successful curriculum innovation and design
- Thesis or dissertation advisement
- Achievement of graduate students
- Teaching awards or educational leadership awards

### **RESEARCH**

- Principal or Co-Principal investigator of peer-reviewed, externally funded research grants
- Principal or Co-Principal investigator of other funded research grants
- Co-investigator of peer-reviewed, funded research grants
- Publishing peer-reviewed articles
- Presentation of findings at meetings and conferences
- Unsolicited invitations to present research findings at other institutions or at national/international professional or scientific meetings
- Service on national research committees and task forces
- Demonstration of initiative and sustained activity as independent researcher
- Effective participation in research training

- Serving as an exemplary clinical or research role model for trainees
- Research Awards

### **SCHOLARLY ACTIVITY**

- Membership on national/state research peer-review panels
- Manuscript reviewer or service on the editorial board for scientific journals
- Program development (for example development of new initiatives or threads)
- Officer of national/international scientific societies
- Development of internships or exchange programs
- Scientific honors and awards
- Election to membership or fellowship in prestigious scholarly societies, advisory groups or study sections
- Invitations to direct or teach in programs of professional societies and CME courses
- Serving as examiner for recognized specialty board, or the equivalent
- Patents awarded
- Serving on a Data Safety Monitoring Board

### **SERVICE**

- Serving as an effective mentor for junior faculty
- Editor or editorial board member of scientific journals
- Recognized achievement in administration and/or leadership at department, College or University level
- Recognized achievement as member of department, College or University committee
- Continuing and effective consultation and service to local, state, regional, national or international organizations
- Provision of continuing and effective counseling and guidance services to students
- Holding leadership office in professional or learned societies at state, national or international level
- Serving on civic organizations concerned with health care issues at local, state, national, or international level
- Serving on strategic planning or LCME self-study committees

### **PATIENT CARE**

- Publication of clinical observations, reviews, investigations, computer programs or contributions dealing with new clinical insights, improved methods of diagnosis and treatment and more effective delivery systems
- Recognition as an outstanding clinician as evidenced by a state-wide pattern of clinical referrals and/or reputation for clinical excellence,
- Recognition of superior clinical accomplishments as evidenced by being sought out for consultation by colleagues,
- Holding leadership role in an affiliated hospital or health care organization, or recognized achievement on behalf of such an organization,

- Membership or fellowship in elected professional organization that denotes a high level of clinical competency
- Board certification/recertification in specialty, and sub-specialty where applicable, or equivalent.
- Achievement of performance objectives such as work Relative Value Units in comparison to national benchmarks for the discipline.

**Approved Date: 7/24/18**

**Effective Date: 7/24/18**

**Revised: 7/1/21**

**Approved Department Faculty: 7/26/21**

**Provost's Approval: 8/2/21**

*Criteria shall become effective only after adoption by the Provost and his/her designees. When new criteria are adopted and approved, faculty submitting applications for tenure or promotion within the subsequent three years may choose to be evaluated based on the old or the new criteria. Thereafter, only the new criteria will apply.*