

PROMOTION AND TENURE GUIDELINES

**College of Health Related Professions
University of Arkansas for Medical Sciences**

**Approved by the President of the
University of Arkansas on 13 February 2002**

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PROMOTION AND TENURE GUIDELINES

College of Health Related Professions University of Arkansas for Medical Sciences

In keeping with the promotion and tenure policies established by the University of Arkansas (Board of Trustees Policy 405.1-revised: 2 October 2001), promotion and tenure in the College of Health Related Professions will be based upon merit and academic excellence.

This policy, adopted by the Board of Trustees on February 8, 1980, to become effective on July 1, 1980, supersedes all existing policies concerning appointments, promotion, tenure, non-reappointment, and dismissal of faculty (specifically, Administrative Memorandum No. 43, dated August 31, 1962; University-wide Administrative Memorandum 421.1, dated December 6, 1976; University-wide Administrative Memorandum 450.1, dated November 17, 1975; and Board Policy 405.1, dated September 1, 1962, and revised). The Board of Trustees has the right to amend any portion of this policy at any time in the future. The applicable Board Policy 405.1 will govern, as will any applicable campus-wide policies. In the event of any conflict between these guidelines and Board or campus-wide policies, the Board or campus-wide policies shall govern.

The College of Health Related Professions (CHRP) Promotion and Tenure Committee shall be responsible for reviewing faculty merit for promotion and tenure.

Two tracks exist within CHRP: a tenure track, and a non-tenure track. The guidelines for promotion are parallel for both tracks.

I. Promotion

- A. Promotion is advancement to a higher rank or title based on merit. All promotions must be approved by the Board of Trustees and become effective with the next year's appointment following action of the Board of Trustees, unless a different effective date is approved by the Board for a specific case.
- B. Promotion in academic rank shall be based primarily on the accomplishments of the individual while in the most recent rank. No minimum time in rank is required before a faculty member is eligible for promotion, nor is there a maximum time an individual may remain in a given rank except as limited by Board Policy (405.1 Sections IV.A.4 and IV.A.11); however, individual accomplishments and potential for continued value to the University are required for promotion.

Recommendations for promotion shall originate with the department chairman, who shall inform the faculty members who are being considered for promotion. Each recommended faculty member shall be given the opportunity to submit

material which he/she believes will facilitate consideration of his/her accomplishments and potential. This will be done according to the steps outlined within this document (Section IV: Faculty Review).

Appeals for those desiring reconsideration of a negative recommendation shall be accomplished in accordance with this document (Section IV: Faculty Review) and with the criteria and general standards in the UAMS Faculty Handbook.

C. Pre-promotion Review

Upon the request of any faculty member who has served for a minimum of two and one-half years in rank, the Promotion & Tenure Committee will provide the faculty member with a written, nonbinding, critique of his/her promotion portfolio. Materials must be submitted to the Chairman of the Committee by January 15 or the next work day if January 15 is not a normal work day. The Committee will provide the individual the requested portfolio critique by the last day in February. The chairman of the Committee may, in his or her discretion, discuss the results of the pre-promotion review with the department chairman and/or the dean. Otherwise, the Promotion and Tenure Committee will hold the critique in confidence.

Since the promotion guidelines state that no certain time must elapse before eligibility of promotion, the critique could be termed "pre-promotion review". A faculty member may submit no more than two (2) requests for a pre-promotion review while serving in a given rank.

II. Tenure

- A. The granting of tenure implies that the faculty member has successfully completed a probationary period and has the right of continuous appointment to the University community. As such, the faculty member acquires additional procedural rights in the event of dismissal proceedings.
- B. Only full-time faculty in tenure track positions with ranks of assistant professor, associate professor, and professor are eligible to be awarded tenure. Faculty and other employees with the following titles are ineligible to be awarded tenure: clinical, research, adjunct, visiting or executive in residence faculty, research associates or research assistants, graduate associates or graduate assistants, instructors, assistant instructors, lecturers, and faculty in non-tenure track positions with ranks of assistant professor, associate professor, and professor.

Academic administrators not appointed to a teaching or research unit may be awarded academic rank in addition to their administrative titles, with the concurrence of the faculty and administrative officer of the academic unit in which such rank could lead to tenure, in which case they may acquire tenure as faculty, but not as administrators.

Other administrators and staff whose primary duties do not involve teaching regularly scheduled credit-hour courses, but who occasionally teach courses are not eligible for tenure and do not acquire credit for service toward tenure for such teaching activities.

- C. Tenure rights apply to the area or areas of the faculty member's expertise and in the academic unit(s) in which his or her position is budgeted (Examples: Department of Radiologic Technology, Little Rock; Department of Radiologic Technology, Texarkana; Department of Medical Technology, Little Rock; Department of Respiratory Care, Pine Bluff). Tenure rights are confined to a particular campus and are not applicable on another campus of the University of Arkansas. With approval from the receiving department and college (*i.e.*, the department and college to which the faculty member wishes to transfer), a tenured faculty member may transfer from one academic unit to another. Tenure, however, does not automatically transfer with the faculty member. The transfer of tenure requires approval by the receiving department chairman, college dean (or Area Health Education Center-AHEC-Director and Executive Director in the case of an AHEC), and campus Chancellor, and the University of Arkansas President.
- D. The probationary period may not extend beyond seven years, except as specifically provided herein. An initial appointment of one-half year (academic or fiscal) or less will not be included in the probationary period. If more than one-half of any year is spent in leave of absence without pay status, that year shall not apply toward the probationary period.

During the first six years of the probationary period, a tenure-track faculty member may request for reasons set forth below, that the probationary period be suspended by one (1) year. The reasons for such a request are the same as are provided under the Family and Medical Leave Act of 1993 and are as follows: (a) the birth of a child to the faculty member or his spouse and its care during the first year; (b) the adoption of a child by the faculty member or placement in a faculty member's home of a foster child; (c) the care of the faculty member's spouse, child, or parent with a serious health condition; (d) the serious health condition of the faculty member.

A request to suspend the probationary period for these reasons shall first be directed in writing to the department chairman for approval and must also be approved by the dean (or approved through other established administrative channels), the vice chancellor for academic affairs, the chancellor, and the president, under such procedures as the president shall approve. These procedures may include, but shall not be limited to, the manner in which the faculty member's duties and salary, if any, are determined during such year, the information which is required to substantiate a request, and the extent to which a faculty member's performance during such year may be considered in awarding

tenure. A faculty member who has been notified that he or she will not be reappointed may not subsequently request to suspend the probationary period under this policy.

Upon the recommendation of the department chairman, after consultation with the departmental faculty and with the concurrence of the dean, the vice chancellor for academic affairs, and the president, new appointees at the rank of associate professor and professor may be granted immediate tenure.

- E. Recommendations for tenure shall originate with the department chairman, who shall inform the faculty members in tenure-track positions who are being considered for tenure and shall give them the opportunity to submit material which they believe will facilitate consideration of their accomplishments and potential.
- F. A faculty or staff member, on acquiring tenure rights, shall receive a notice from the chief executive officer of the UAMS affirming the acquisition of such rights. No person shall lose tenure rights by acceptance of leave-of-absence with or without salary or by appointment to a University of Arkansas administrative position.
- G. Tenure becomes effective at the beginning of the appointment period following the Board of Trustees' action granting tenure.
- H. An individual in a tenure-track position who was not awarded tenure with any of the first six academic year or fiscal year appointments must be evaluated as specified in Section IV.A.6 of Board Policy 405.1-revised, during the sixth appointment. If he or she is not approved for tenure, the seventh appointment shall be a terminal appointment.
- I. A faculty member holding tenure rights may be dismissed for cause only after the procedures prescribed in Section IV.C. of Board Policy 405.1 have been followed. A tenured person notified that he or she will be so dismissed will, except in cases of moral turpitude, be given notice of dismissal twelve months prior to termination of employment. This provision does not create an award of severance pay, but assumes the full performance of University responsibilities and duties assigned for the period between dismissal notice and final termination.
- J. Mere expressions of opinions, however vehemently expressed and however controversial such opinions may be, shall not constitute cause for dismissal. The threat of dismissal will not be used to restrain faculty members in their exercise of academic freedom or constitutional rights. No faculty member shall be dismissed or denied reappointment in violation of the following principles of academic freedom, but the observation of the limitations stated herein are a responsibility of each faculty or staff member.

1. The faculty member is entitled to full freedom in research and in the publication of results, subject to the performance of his or her other academic duties, but personal research for pecuniary return requires prior approval by the appropriate University authorities and must be in accordance with Board Policy 405.1.
2. The faculty member is entitled to freedom in the classroom in discussing the subject of the course, but should not introduce topics having no relation to that course.
3. The University faculty member is a citizen, a member of a learned profession, and a member of an educational community. Speaking or writing as a citizen, the faculty member is free from institutional censorship or discipline. As a person of learning and a member of an educational community, however, the faculty member has a responsibility for awareness that the public may judge the profession and the institution by his or her utterances. Hence, faculty should at all times make an effort to be accurate, exercise good judgment and appropriate restraint, show respect for the opinions of others, and indicate that they are not spokespersons for the institution.

K. Changing Tracks

1. With approval of the respective department chairman and the dean, faculty appointed to a tenure-track position may change to the non-tenure track. Similarly, with approval of the respective department chairman and the dean, faculty in the non-tenure track may change to the tenure-track. Faculty at any one or a combination of the ranks of assistant, associate, and full professor may serve no more than five years in the non-tenure track before transferring to the tenure track (*i.e.*, after five years their eligibility to transfer is ended). The transfer of individuals between tracks shall be effected on a voluntary basis only. A faculty member can make only one change between the tenure-track and non-tenure track. A faculty member who has been denied tenure by the CHRP Promotion and Tenure Committee or at any other level of review may not transfer to the non-tenure track.
 - a) Non-tenure track faculty who transfer to the tenure track must apply their prior years of service at the rank of assistant, associate, and/or full professor to the probationary period requirement for tenure review. Since faculty in the tenure track must undergo tenure review no later than during their sixth year of appointment, non-tenure track faculty who have served five years as an assistant professor (and/or higher) transfer all five years to the tenure track probationary period if they move to the tenure track. These faculty, therefore, must be reviewed in the first year following their

transfer of tracks. Non-tenure track faculty who transfer tracks after fewer than five years of prior service at a professorial rank (*i.e.*, assistant, associate, and/or full professor) in the college carry forward the actual number of years they have served prior to the transfer (*i.e.*, 1-4).

- b) An appointment between January 1 and June 30 will not be considered a year of service in determining the maximum number of years in probationary status; however, an appointment between July 1 and December 31 will be considered as a full year in determining the maximum number of years in probationary status.
2. With approval of the respective department chairman and the dean, a faculty member who is promoted from instructor to assistant professor may select (in writing) the tenure-track or non-tenure track before the effective date of the promotion. This faculty member may subsequently change tracks (*i.e.*, non-tenure track to tenure track or tenure track to non-tenure track) with the approval of the respective department chairman and the dean. This faculty member, however, cannot subsequently change tracks again (*i.e.*, a change in track can only occur once).
- L. Although part-time faculty are not eligible for tenure, a full-time, tenured faculty member may request a change to part-time status (but at least a 50% or greater appointment) with retention of tenure. Granting the request shall be the institution's prerogative with approval by the dean and department chairman. A part-time, tenured faculty member does not have the right to return to full-time, tenured status. Such a change would be the institution's prerogative.
- M. Pre-tenure Review

After a minimum of two and one-half years of service, tenure track faculty may submit a portfolio for Promotion & Tenure Committee review. Materials must be submitted to the chairman of the Committee by January 15 or the next work day if January 15 is not a normal work day. The Committee will provide the faculty member with a written, nonbinding, critique of his/her tenure portfolio by the last day in February. The chairman of the Committee may, in his or her discretion, discuss the results of the pre-tenure review with the department chairman and/or the dean. Otherwise, the Committee will hold the critique in confidence.

Reviews will occur only in the spring semester. A faculty member may submit up to two (2) requests for a pre-tenure review during the probationary period.

III. Promotion and Tenure Committee

A. Purpose of the Committee

The Promotion and Tenure Committee shall be a standing committee of the CHRP and shall endeavor to maintain and improve the quality of its faculty.

B. Structure

1. The Committee will be composed of six (6) members.
2. No member may serve for consecutive terms.
3. Committee members must be tenured in the CHRP and hold the rank of assistant professor or higher; a rank of associate professor or professor is preferred.
4. Any faculty member holding the position of dean, associate dean, or assistant dean cannot be a member of the Promotion and Tenure Committee.

C. Procedures

1. Two members will be elected each year for a three-year term. All eligible faculty members will be listed on the ballot and elected by a ranking procedure in which each voter shall list two persons. The first listed shall receive two points and the second listed shall receive one point. The two individuals receiving the highest total of points shall be declared elected.
2. The election of Committee members will be held in the spring of each year. Ballots will be mailed by March 1, to be returned within ten (10) working days. Eligible voters shall include all regular and clinical faculty whose promotion and/or tenure process is conducted through the CHRP.
3. The existing Promotion and Tenure Committee shall be responsible for receiving and counting the ballots and announcing the results of the election to the faculty. Within ten (10) working days of the announcement of the election results, the Chairman of the Promotion and Tenure Committee shall convene the newly elected committee for the purpose of electing a new chairman.
4. Upon the loss of a Committee member, the dean will call a special election to select a replacement for the remainder of the term.
5. A department chairman on the Committee will disqualify himself or herself if a faculty member in his or her own department is being

considered, or if any other conflict of interest arises. Other members of the Committee shall also disqualify themselves if a potential conflict of interest is evident (*e.g.*, a member of the Committee is a relative or a business associate of a faculty member being reviewed). A Committee member who is being considered for promotion by the Committee shall take a leave of absence from the Committee for the year during which he/she is under review. Should this occur during the last year of the member's term of committee appointment, the member will not be eligible for reelection to the Committee the year immediately following (under the consecutive term rule).

IV. Faculty Review

A. Credentials workshop

In April, following the election of the new Promotion and Tenure Committee and subsequent new chairman, a credentials workshop will be held by the Promotion and Tenure Committee. This will signal the beginning of the review process and may be attended by all interested faculty.

B. Faculty notification

The Dean's Office will provide the appropriate department chairman and the chairman of the Promotion and Tenure Committee the names of those tenure track faculty who are nearing completion of their fourth probationary year. The Committee chairman will notify these individuals, before the credentials workshop is held, that they must apply for tenure no later than the next year's review cycle.

C. Review Process

1. A department chairman considering recommendation of a faculty member for promotion or tenure shall require such faculty member to submit his/her credentials to the department chairman by the first Tuesday in July. If the first Tuesday in July is an official State of Arkansas holiday (*i.e.*, July 4), the credentials shall be submitted by the end of the next day (*i.e.*, July 5).
2. The department chairman will provide written notice to each candidate of the action taken and shall forward the credentials of those candidates being recommended to the Promotion and Tenure Committee by the first Tuesday in September.
3. The Promotion and Tenure Committee will provide written notice to each candidate of the action taken and shall forward the credentials of those candidates being recommended to the dean by the first Tuesday in

November. Recommendations of the Committee shall be based on a majority vote of all eligible voting members.

4. The dean will provide written notice to each candidate of the action taken and shall forward the credentials of those candidates being recommended to the chancellor by January 15.
5. The faculty member may elect to withdraw from further consideration at any time prior to the time the recommendations are sent to the chancellor. A request for withdrawal from consideration must be provided in writing to the chairman of the Promotion and Tenure Committee, the dean, and the faculty member's department chairman. Following this request, all materials submitted by the faculty member will be returned to him/her.

D. Appeals Process

1. Negative recommendations at any level within the College may be appealed to the next higher level in the review process within ten (10) working days of receipt of notification of action taken.
2. Negative recommendations by the department chairman may be appealed to the Promotion and Tenure Committee. Negative recommendations by the Promotion and Tenure Committee may be appealed to the dean. Negative recommendations by the dean may be appealed to the chancellor.

V. **Appointment and Promotion Criteria** (Table)

- A. All faculty must hold appropriate professional certification/licensure, except assistant instructors in the graduate programs.
- B. Reappointment to a given rank requires that the individual meet the requirements of that rank and demonstrate appropriate year-to-year progress. An individual's work will be evaluated not only for the merit of particular accomplishments but also for commitment to and participation in achieving department goals.
- C. To be promoted, a candidate's credentials should demonstrate relevancy to the objectives and goals of the College, the University of Arkansas for Medical Sciences, and the University of Arkansas as a whole.

Promotion to a given rank requires that the individual has demonstrated substantial progress and has attained the qualifications of the next rank. It is not based on time in rank. In certain cases an individual might be considered a valuable faculty member at a certain rank for many years, yet without showing sufficient progress to merit promotion.

In general, however, most faculty members in the instructor ranks will need three to five years to earn promotion to assistant professor, and most assistant professors will need five to seven years to earn promotion to associate professor. For the individual who compiles an extraordinary record, promotion may be awarded earlier, while other individuals may remain at one rank for longer periods of time. Promotion to full professor is reserved for exceptional faculty who have established a long record of sustained excellence; seven to ten years of service as an associate professor prior to promotion to full professor is not considered unusual.

- D. The criteria in the accompanying table reflect minimum standards. Achievement of these requirements does not guarantee appointment or promotion. Faculty shall meet the criteria for the graduate program in departments offering both undergraduate and graduate studies.
- E. The decision concerning the appointment and promotion of an individual will be based on an evaluation of work in three broad categories: (1) teaching, (2) scholarship, and (3) service. The specific areas of accomplishments to be evaluated should reflect the tasks assigned to the faculty member.



Table

	Tenure-Track	Non-tenure Track	Tenure-Track	Non-tenure Track
Rank	Undergraduate	Undergraduate	Graduate/Post-Baccalaureate	Graduate/Post-Baccalaureate
Professor ¹	1. Doctoral degree 2. Excellence in scholarship, excellence in one of the two following areas and significant achievement in the second: teaching and service	1. Doctoral degree 2. Excellence in two of the following areas and significant achievement in the third area: teaching, service, and scholarship	1. Doctoral degree 2. Excellence in scholarship, excellence in one of the two following areas and significant achievement in the second: teaching and service	1. Doctoral degree 2. Excellence in two of the following areas and significant achievement in the third area: teaching, service, and scholarship
Associate Professor ¹	1. Master's degree + 30 additional relevant graduate hours OR relevant graduate hours and/or equivalent scholarship 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship	1. Master's degree + 30 additional relevant graduate hours OR relevant graduate hours and/or equivalent scholarship 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship	1. Doctoral degree 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship	1. Doctoral degree 2. Excellence in one of the following areas and significant achievement in a second area: teaching, service, and scholarship
Assistant Professor	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department	Promotion to this rank: 1. Master's degree + experience as defined by the department 2. Excellence in one of the following areas: teaching, service, scholarship Initial Appointment: Master's degree + experience as defined by the department
Instructor		Master's degree or Baccalaureate degree with experience as defined by the department		Master's degree
Assistant Instructor		Baccalaureate degree ²		Master's degree

¹Minimum criteria for initial appointment or promotion to this rank.

²Under unusual circumstances where the continued functioning of a department is seriously impaired because of the lack of faculty, the dean may, with the recommendation of the department chairman, waive the criteria for the rank of Assistant Instructor. In such case, the individual to be appointed must have earned at least the highest degree or certification which is awarded by the specific department. In addition, the individual must attain the usual criteria for Assistant Instructor within three (3) calendar years of the initial appointment. Failure to do so will result in automatic termination from the CHRP.

VI. Examples of Excellence and Significant Achievement

The following **examples** of excellence and significant achievement within each major area of endeavor are provided to guide the assessment of the performance of faculty members. These examples are intended to serve as a general guideline to illustrate the value of selected activities. This list of examples is not all-inclusive. Faculty members and CHRP's Promotion and Tenure Committee may consider other similar activities to satisfy the requirements for excellence and significant achievement. Examples of activities are **not** listed in order of importance or priority. Generally, activities with a wide range of influence (*e.g.*, national or international impact) will be given greater weight in the promotion/tenure evaluation process. Also, some activities may include elements of two or more categories (*e.g.*, some student service activities might be placed appropriately in the teaching or service category). No single activity on this list should be considered either necessary or adequate to establish excellence or significant achievement. In some cases an activity listed as "significant achievement" may be considered to signify "excellence". It is the responsibility of the faculty member applying for promotion to indicate the areas in which, and the criteria by which, he or she has demonstrated excellence and significant achievement.

A. Teaching

1. Excellence

- a) Demonstrates leadership in course and curriculum development, implementation, and evaluation
- b) Effectively mentors less experienced faculty in the use of teaching strategies and course development, implementation, and evaluation
- c) Designs, tests, and evaluates innovative teaching strategies (*e.g.*, multi-media program, problem-based learning)
- d) Is recognized as a master teacher by faculty, students, and/or professional colleagues
- e) Provides key leadership in program planning, implementation, and evaluation
- f) Creates new curriculum and/or courses with a majority of new content (not merely by combining existing courses)
- g) Integrates educational theories into curriculum and course-related activities

2. Significant Achievement

- a) Makes important contributions to course and curriculum development, implementation, and evaluation
- b) Successfully mentors students
- c) Implements innovative instructional strategies (*e.g.*, multi-media program, problem-based learning)
- d) Is recognized as an expert in his/her academic discipline
- e) Consistently and effectively contributes to program planning, implementation, and evaluation

- f) Develops effective collaborative interdisciplinary relationships within the College and/or with others
- g) Consistently applies current research and theory development in classroom and/or clinical teaching

B. Scholarship

1. Excellence

- a) Demonstrates consistent success in obtaining external funding for research, education, or service
- b) Publishes, as author or co-author, in leading journals peer-reviewed scholarly papers
- c) Presents peer-reviewed or selected scholarly papers at national or international meetings
- d) Serves on a journal editorial board
- e) Edits or publishes, as author or co-author, a book in the professional discipline
- f) Publishes, as author or co-author, a chapter in a book in the professional discipline
- g) Is the author of a peer-reviewed workbook or laboratory manual, which is adopted by other programs/institutions
- h) Develops peer-reviewed computer-assisted instructional program, audiovisual program, *etc.*, which is adopted by other programs/institutions

2. Significant Achievement

- a) Publishes, as an author or co-author, in non-refereed publications (*e.g.*, editorials, commentaries, columns, articles, *etc.*) The item must not be self-published (*i.e.*, it must be published by others).
- b) Consistently presents scholarly papers at local, state, or regional meetings
- c) Is a peer reviewer for a book
- d) Edits local or state professional publications
- e) Submits quality grant proposals (*e.g.*, grant proposal approved but not funded)

C. Service

1. Excellence

- a) Demonstrates leadership on campus or University of Arkansas committees
- b) Recognized for exceptional contributions to the advancement of the University or College
- c) Leads professional accreditation teams
- d) Consulted by other institutional or governmental agencies at the state or national level
- e) Participates as a member of state or national advisory boards

- f) Holds a position of leadership in an appropriate professional society at national or international level
 - g) Recognized for clinical expertise at state or national level
 - h) Provides outstanding department or college leadership that results in significant achievements by faculty and students
2. Significant Achievement
- a) Effectively chairs College committees
 - b) Effectively serves on campus committees or completes special assignments
 - c) Recognized for important contributions to the advancement of his/her department or college
 - d) Serves on professional accreditation teams
 - e) Consulted by other institutions or governmental agencies at local level
 - f) Participates as a member of a local advisory board
 - g) Holds a position of leadership in an appropriate professional society at the state or local level
 - h) Recognized for clinical expertise at local level

VII. Post-Master's Degree Requirements

Individuals with a master's degree (and without a doctorate) must accumulate 30 post-master's degree points before they are eligible for consideration for promotion or appointment to the rank of Associate Professor. Achievement of 30 or more points shall not in itself be considered a sufficient basis for promotion or appointment. Points may be accrued after a master's degree has been earned by completing relevant graduate courses and/or equivalent scholarship. The following list delineates the point value for selected scholarly activities. Because new scholarly activities may develop in the future, the Promotion and Tenure Committee may add items to this list.



Points	Item
1	●Relevant graduate semester credit (1 point per 1 SC achieved with a grade of B or higher)
3	●Chapter in a book in the profession
3	●Computer-based instructional program adopted by other programs/institutions. Content must be equivalent to a professional book chapter
6	●Refereed original research publication in a leading journal - principal author or co-author among no more than a total of three authors
4	●Refereed original research publication in a leading journal - co-author among more than 3 authors
3	●Other refereed publication in a leading journal - principal author or co-author among no more than a total of three authors
2	●Other refereed publication in a leading journal - co-author among more than three authors
1	●Non-refereed publication - author or co-author
3	●National or international presentation (not a panel discussion): Invited or refereed (at least 50 minutes in length)
1	●State or regional presentation: Invited or refereed (at least 50 minutes in length)
1	●Continuing education presentation (at least 50 minutes in length) that is purchased or utilized by other programs/institutions. Points are not awarded for repeat presentations (e.g., if the same presentation is given twice, one point is earned).
2	●Poster presentation, invited member of discussion panel, or refereed abstract at a national or international professional meeting
1	●Poster presentation, invited member of discussion panel, or refereed abstract at a state or regional professional meeting
3	●Accepted/approved grant proposal (not funded) - principal investigator or principal co-investigator
6	●Funded grant proposal - principal investigator or principal co-investigator
2	●Documented significant contribution to a funded grant

VIII. Tenure Guidelines

- A. In almost all cases, individuals seeking tenure will have earned the rank of associate professor (or professor) or will be promoted to associate professor concurrently with the award of tenure. Under unusual circumstances, assistant professors who have not earned the rank of associate professor or who do not meet the criteria for promotion to associate professor, but who have compiled otherwise truly exemplary records may be considered for tenure.
- B. The individual must establish a record of excellence that demonstrates both the potential and likelihood that he/she will make additional significant contributions to his/her program and college.
- C. Specific areas in which the individual will be evaluated are: past accomplishments in teaching, service, scholarship, and the ability to work productively and cooperatively with colleagues.
- D. Candidates for tenure should understand that tenure is never granted on length of service alone; however, tenure should not usually be expected before the sixth or seventh year of the appointment. Exceptions may occur for those individuals who have had academic experience prior to their appointment in the CHRP or who have made outstanding records in less than six or seven years at the CHRP.

IX. Implementation

This document was approved by the faculty of the CHRP on 8 December 2000 and by the dean of CHRP on 18 January 2001. Adoption of these Guidelines, replacing the Guidelines adopted 29 March 1985, was approved by the President of the University of Arkansas on 13 February 2002. The following describes the agreed-upon process for implementation of these Guidelines.

- A. The Promotion and Tenure Committee will conduct its reviews of faculty candidates for promotion and/or tenure utilizing the Guidelines adopted 29 March 1985 for all faculty hired before the date of approval of this (new) document by the President (*i.e.*, before 13 February 2002). This and subsequent committees will continue to utilize the 1985 Guidelines for these faculty until 30 June 2006, or until the given faculty member is promoted or tenured, whichever comes first.
- B. A faculty member hired before presidential approval of these Guidelines (*i.e.*, before 13 February 2002) and promoted or tenured under the 1985 Guidelines after presidential approval, or after 30 June 2006 whether or not he/she has been promoted and/or tenured under the 1985 Guidelines, will be reviewed under these Guidelines for all subsequent promotion and tenure decisions.

- C. After approval of these Guidelines by the President (*i.e.*, on or after 13 February 2002) and before 30 June 2006, a faculty member who is not under any level of review for promotion and/or tenure under the 1985 Guidelines may elect prior to his/her next credential submission deadline that his/her subsequent review(s) be conducted under either these Guidelines or the 1985 Guidelines, unless he/she has been promoted or tenured under the 1985 Guidelines after the President's approval of these Guidelines, in which case these Guidelines shall apply as specified above.
- D. Once reviewed under these Guidelines, a faculty member may not elect to have a subsequent review under the 1985 Guidelines.
- E. Faculty hired on or after the day the President approves these Guidelines will immediately be subject to this document without exception.
- F. Adoption of these guidelines shall not be construed to change the tenure status of any faculty member already holding tenure.

