

College of Health Professions Executive Committee – Meeting Record

DATE	June 30, 2016	FACILITATOR	Douglas Murphy	LOCATION	Winters Conference Room, Administration West Building
TIME	8:30-9:30 am	RECORDER	Deborah Taylor	GUESTS	

ATTENDEES (✓ INDICATES ATTENDANCE)

✓ Tony Baker	✓ Mitzi Efurd	✓ Karen Hunter	✓ Douglas Murphy	Mark Wallenmeyer
Danny Bercher	✓ Phyllis Fields	John Jefferson	✓ Nannette Nicholson	✓ Bill Woodell
✓ Erna Boone	✓ Reza Hakkak	Trish Kelly	✓ Cindy Saylor	✓ Kayla Reznicek
✓ Lori Williamson Dean	✓ Suzanne Hansen	✓ Susan Long	✓ Kathy Trawick	✓ Edward Williams

AGENDA

MEETING RECORD

Time	Item	Presenter	Main Points / Discussion
8:30	I. Announcements	Varies	<ol style="list-style-type: none"> 1. Recruitment brochure progress – pending the dean's approval, most brochures should go to programs for final review by May 18; will go to print by June 15 and printing should be completed by mid-July 2. The Farewell Reception for Trish Kelly is today, Thursday, June 30, 3:00-4:30 pm, in Building 7A (PA Instruction Lab). 3. CHP Faculty Showcase, Wednesday, July 13, 9:00 am to 4:00 pm, IDW first floor. Link to information and registration: http://healthprofessions.uams.edu/faculty-and-staff/chp-faculty-showcase/. Contact Mary Ellen Nevins with any additional questions. 4. 2016-2017 performance assessment agreements are due to the dean by July 15 5. The College Planning Retreat will be held Wednesday, August 10 6. Department chairs are requested to assign new faculty members to participate in the UAMS Educators Academy sessions during 2016-2017 7. The new Policy and Procedures page is found at: http://healthprofessions.uams.edu/faculty-and-staff/policies-and-procedures-guide/ 8. While the search for a new chair for the Department of Physician Studies is in progress, Susan Long will serve as interim department chair, and Edward Williams will serve as interim Physician Assistant program director. 9. Today is Nannette Nicholson's last EC meeting as interim chair for the Department of Audiology and Speech Pathology. Dr. Aryn Amlani will join the college on July 1. A welcome reception for Dr. Amlani will be held by CHP and the UALR College of Education and Health Professions; details to follow.
8:35	II. College Planning Retreat Preview	Douglas Murphy	The agenda will begin with discussion of truth statements from previous sessions followed by development of strategic anchors.
8:40	III. Final Review of Promotion and Tenure Guideline Revisions by EC	Douglas Murphy	Handout The P&T committee requires another chance to review. Deadline for any additional input from the EC is July 31, 2016. Two or three faculty information sessions will be held, and a faculty vote will be taken before the end of the fall semester.
	IV. Review of the Non-cognitive Performance Standards Policy	Susan Long	Handout (previously distributed for the June 23 meeting) Documents are still being collected, so discussion is postponed for a future meeting.
8:55	Adjourn		

ACTION PLAN

Action Item	Owner	Target Date
Promotion and Tenure Guidelines – Incorporate suggestions into revised guidelines for additional review by the P&T Committee, EC, information sessions for faculty, and final vote by the end of the fall semester	Douglas Murphy	
College Planning Process – Set future “workshop” dates during EC and retreat in summer	Douglas Murphy / Deborah Taylor	
Recruitment brochure progress	Douglas Murphy	Mid-July
Introduction of the OSPAN (Office of Sponsored Programs Administrative Network) Team 1	Renee Rains	After July 1
Collect information on CHP’s diverse and unique needs for the new UAMS Faculty Service Center	Jan Shorey	TBD

APPOINTMENT, PROMOTION, AND TENURE GUIDELINES

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

**Approved by the President of the
University of Arkansas on DATE**

OUTLINE

- I. Appointments
- II. Promotion
- III. Tenure
- IV. Promotion and Tenure Committee
- V. Faculty Review
- VI. Appointment and Promotion Criteria
- VII. Examples of Excellence and Significant Achievement
- VIII. Indicators and Evidence of Collegiality
- IX. Tenure Guidelines
- X. Implementation

NOTE:

Additions to the guidelines are shaded in blue.

Substantive changes are shaded in yellow.

Notations that will be eliminated in the final draft are shaded in green.

APPOINTMENT, PROMOTION, AND TENURE GUIDELINES

College of Health 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 October 2, 2001), promotion and tenure in the College of Health Professions is based on merit and academic excellence. Policy 405.1 governs, 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 will govern.

The College of Health Professions Promotion and Tenure Committee shall¹ be responsible for reviewing faculty merit and making recommendations for promotion and tenure.

I. Appointments

- A. Faculty appointments are for a specified period of time not to exceed one fiscal year. Except for appointments for summer term, appointments do not extend beyond the end of a fiscal year.

Recommendations for appointments to the faculty will be made by the department chairperson after consultation with the faculty concerned, and subject to the approval of the dean, chief academic officer, and chief executive officer, who alone shall make the final recommendation for appointment.

- B. Criteria for initial appointments in the College of Health Professions are detailed in these Guidelines, which specify appropriate degrees, professional experience, experience in teaching and scholarly activity, and service either at other educational institutions and/or in non-academic settings.
- C. Initial appointments at the rank of Instructor and Assistant Professor may be made without the review of the Promotion and Tenure Committee. Initial appointments at the rank of Associate Professor or Professor must be reviewed and recommended by the Promotion and Tenure Committee.

NOTE: In the 2002 guidelines, there was no requirement that the P&T Committee review and make recommendations for initial appointments at the rank of associate professor and above. Provision C, above, clarifies that requirement.

II. 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

¹ Throughout these Guidelines, the term “shall” is used to mean “has the duty to.”

effective date is approved by the board for a specific case.

- B. Promotion in academic rank is 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 may be 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.
- C. Recommendations for promotion will originate with the department chairperson, who shall inform the faculty members who are being considered for promotion. Each recommended faculty member will 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 V Faculty Review).
- D. Appeals for those desiring reconsideration of a negative recommendation will be accomplished in accordance with this document (Section V Faculty Review) and with the criteria and general standards in the University of Arkansas for Medical Sciences Administrative Guide.
- E. Pre-promotion Review

On the request of any faculty member and with the recommendation of the department chairperson, the Promotion and Tenure Committee shall provide the faculty member and department chairperson with a written, nonbinding critique of his/her promotion portfolio. Materials must be submitted to the committee chairperson by January 15 or the next work day if January 15 is not a work day. The committee shall provide the requested portfolio critique by the last work day in February. The committee chairperson may, in his/her discretion, discuss the results of the pre-promotion review with the dean. Otherwise, the Promotion and Tenure Committee shall hold the critique in confidence.

Since the promotion guidelines state that no certain time must elapse before eligibility for promotion, the critique may be termed "pre-promotion review." Pre-promotion reviews will occur only in spring semester. A faculty member may submit up to two requests for a pre-promotion review while serving in a given rank.

III. 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 not eligible 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 who occasionally teach courses but whose primary duties do not involve teaching regularly scheduled courses are not eligible for tenure and do not acquire credit 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/her position is budgeted. 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 rights are confined to a particular institution and are not applicable on another institution of the University of Arkansas and do not automatically transfer with the faculty member. The transfer of tenure requires approval by the receiving department chairperson, college dean, campus chancellor, and the University of Arkansas president.

- D. The tenure probationary period for a tenure track faculty member begins with the first full-time appointment at the rank of assistant professor or higher regardless of the type of the first appointment (tenure track or non-tenure track). The tenure 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 will not apply toward the probationary period.
- E. 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 year. The reasons for such a request are the same as are provided under the Family and Medical Leave Act and are as follows: (a) the birth of a child 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; or (d) the serious health condition of the faculty member.

A request to suspend the probationary period for these reasons will first be directed in writing to the department chairperson for approval and must also be approved by the dean, the chief academic officer, the chancellor, and the president, under such procedures as the president shall approve. These procedures may include, but 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.

- F. Recommendations for tenure will originate with the department chairperson, 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.
- G. New appointees at the rank of associate professor and professor may be granted immediate tenure on the recommendation of the department chairperson after consultation with the departmental faculty, review and recommendation of the Promotion and Tenure Committee, and with the concurrence of the dean, the chief academic officer, chancellor, and the president,.
- H. On acquiring tenure rights, a faculty member will receive a notice from the university chancellor affirming the acquisition of such rights. No person will lose tenure rights by acceptance of leave-of-absence with or without salary or by appointment to a University of Arkansas administrative position.
- I. Tenure becomes effective at the beginning of the appointment period following the Board of Trustees' action granting tenure.
- J. An individual in a tenure-track position who was not awarded tenure with any of the first six appointments (academic year or fiscal year) 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 will be a terminal appointment.
- K. 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 faculty member notified that he or she will be so dismissed, except in cases of moral turpitude, will be given notice of dismissal 12 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.
- L. 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 will 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/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, laboratory, clinic, or online in discussing the subject of the course, but should not introduce topics having no relation to that course.
3. The 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/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.

M. Changing Tracks

1. With approval of the respective department chairperson and the dean, faculty appointed to a tenure-track position may change to the non-tenure track. Similarly, with approval of the respective department chairperson 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 changing to the tenure track, i.e., after five years their eligibility to change tracks is ended. The change of tracks will 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 Promotion and Tenure Committee or at any other level of review may not change to the non-tenure track.
 - a. Non-tenure track faculty who change 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. Faculty in the tenure track must undergo tenure review no later than

during their sixth year of appointment. Therefore, 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. Such faculty must be reviewed in the first year following their change of tracks. Non-tenure track faculty who change tracks after less than five years of prior service at a professorial rank, i.e., assistant, associate, and/or full professor, in the college transfer the actual number of years they have served prior to the change, i.e., one to four years.

- 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 chairperson and the dean, a faculty member who is promoted from instructor to assistant professor shall request in writing appointment to the tenure-track or non-tenure track before the effective date of the promotion. If the faculty member does not request appointment to a track, the appointment will be made on the non-tenure track. 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 chairperson and the dean. This faculty member, however, cannot subsequently change tracks again, i.e., a change in track can only occur one time.

NOTE: Regarding provision 2, above, the 2002 guidelines did not specify a “default” appointment in the event that a faculty member being promoted to assistant professor did not request a specific track.

- N. 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 will be the institution's prerogative with approval by the dean and department chairperson. 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.

- O. Pre-tenure Review

Before or during the third appointment in the college, and with the recommendation of the department chairperson, a tenure track faculty may submit a portfolio for Promotion and Tenure Committee review. Materials must be submitted to the committee chairperson by January 15 or the next work day if January 15 is not a work day. The committee shall provide the faculty member and department chairperson with a written, nonbinding, critique of his/her tenure portfolio by the

last work day in February. The committee chairperson may, in his/her discretion, discuss the results of the pre-tenure review with the dean. Otherwise, the committee will hold the critique in confidence.

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

IV. Promotion and Tenure Committee

A. Purpose of the Committee

The Promotion and Tenure Committee is a standing committee of the college whose primary purpose is to maintain and improve the quality of its faculty through activities related to the promotion and tenure processes:

1. Solicit, review, and evaluate applications for promotion and tenure;
2. Offer a promotion and tenure workshop annually;
3. Produce and disseminate documents that educate and provide guidance about the criteria and process for promotion and tenure.

B. Structure

1. The committee is composed of six voting members and no more than three non-voting members (see IV.B.4, below).
2. No member may serve for consecutive terms.
3. Voting committee members must be tenured in the college and hold the rank of assistant professor or higher; a rank of associate professor or professor is preferred.
4. At the request and recommendation of a department chairperson, and with the approval of the committee, the committee chairperson may invite one faculty member per year to serve as a non-voting member as part of the faculty member's development, i.e., gain exposure to and experience in the promotion and tenure process. The term of a non-voting member will not exceed two years.
5. 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 voting members will be elected each year for a three-year term. All

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- eligible faculty members will be listed on the ballot and elected by a ranking procedure in which each voter shall select two persons. The first selected will receive two points and the second listed will receive one point. The two individuals receiving the highest total of points will be declared elected.
2. The election of committee members will be held in the spring of each year. Ballots will be distributed by March 1, to be returned within 10 working days. All regular and clinical faculty whose promotion and/or tenure process is conducted through the college are eligible to vote in the election.
 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 10 working days of the announcement of the election results, the chairperson of the Promotion and Tenure Committee shall convene the newly elected committee for the purpose of electing a new chairperson.
 4. Upon the loss of a committee member, the dean shall call a special election to select a replacement for the remainder of the term.
 5. A department chairperson on the committee shall disqualify himself/herself if a faculty member in his/her own department is being considered, or if any other conflict of interest arises. Other voting and non-voting members of the committee shall also disqualify themselves if a potential conflict of interest is evident, e.g., program director, a member of the committee is a relative or a business associate of a faculty member being reviewed. A voting or non-voting 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 or 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.B.2).
 6. As with all personnel matters, deliberations of the committee are to be held in the strictest confidence. Voting and non-voting committee members who violate confidentiality may be subject to disciplinary actions.

V. Faculty Review

A. Credentials Workshop

In April, following the election of the new Promotion and Tenure Committee and subsequent new chairperson, a credentials workshop will be held by the 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 shall provide the appropriate department chairperson and the chairperson of the Promotion and Tenure Committee the names of those tenure track faculty who are nearing completion of their fourth probationary year. The committee chairperson 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 chairperson considering recommendation of a faculty member for promotion or tenure shall require the faculty member to submit his/her credentials to the department chairperson 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 will be submitted by the end of the next day, i.e., July 5.
2. The department chairperson shall provide written notice to each candidate of the action taken and forward the credentials of the candidates being recommended to the Promotion and Tenure Committee by the first Tuesday in September.
3. Recommendations of the Committee will be based on a majority vote of all eligible voting members. In the event of a tie vote, the application for appointment, promotion, or tenure will not be recommended.

NOTE: The 2002 guidelines did not specify what is to happen if a tie vote occurs.

4. The Promotion and Tenure Committee shall provide written notice to each candidate and the candidate's department chairperson of the action taken and forward the credentials of those candidates being recommended to the dean by the first Tuesday in November.
5. The dean shall provide written notice to each candidate and the candidate's department chairperson of the action taken and forward the credentials of those candidates being recommended to the chancellor by January 15.
6. 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 chairperson of the Promotion and Tenure Committee, the dean, and the faculty member's department chairperson. Following this request, all materials submitted by the faculty member will be returned to him/her.

D. Appeal Process

1. Negative recommendations at any level within the college may be appealed to

the next higher level in the review process within ten working days of receipt of notification of action taken.

2. Negative recommendations by the department chairperson 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 chief academic officer.

VI. Appointment and Promotion Criteria

- A. All faculty must hold appropriate professional certification/licensure.
- 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. Promotion 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 at the rank of instructor 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 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 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. In addition, the Promotion and Tenure Committee shall consider a faculty member's record in the category of collegiality.

“Collegiality represents an expectation of a professional relationship among colleagues with a commitment to sustaining a positive and productive environment as critical for the progress and success of the university

community. It consists of collaboration and a shared decision-making process that incorporates mutual respect for similarities and for differences – in background, expertise, judgments, and points of views, in addition to mutual trust.

“Central to collegiality is the expectation that members of the university community will be individually accountable to conduct themselves in a manner that contributes to the university's academic mission and . . . reputation. Collegiality among associates involves a similar professional expectation concerning constructive cooperation, civility in discourse, and engagement in academic and administrative tasks within the respective units and in relation to the institutional life of the university as a whole.

“Collegiality is not congeniality nor is it conformity or excessive deference to the judgments of colleagues, supervisors and administrators; these are flatly oppositional to the free and open development of ideas. Evidence of collegiality is demonstrated by the protection of academic freedom, the capacity of colleagues to carry out their professional functions without obstruction, and the ability of a community of scholars to thrive in a vigorous and collaborative intellectual climate.”²

- E. The criteria in Table 1, below, reflect minimum standards for promotion and tenure. Achievement of these requirements does not guarantee appointment or promotion.

Table 1 embodies major changes in the guidelines:

- 2, rather than 4, tracks as in the 2002 guidelines
- Greater emphasis on scholarly activity for the tenure-track
- Elimination of different criteria for promotion to assistant professor than for initial appointment to assistant professor
- Addition of collegiality as a criterion
- Greater “parity” between tenure-track and non-tenure track criteria, with the major distinction being greater emphasis on excellence in teaching for non-tenure track and greater emphasis on scholarly activity for tenure track
- Addition of “emerging national reputation” as criterion for promotion to associate professor and “established national or international reputation” for promotion to professor, for both tenure track and non-tenure track
- Distinction between types of degrees for tenure track and non-tenure track: At the associate professor level, tenure track faculty must hold doctoral degree with “significant preparation for scholarly activity. At the associate professor level, non-tenure track must hold a doctoral degree “relevant to clinical practice or education.” These changes reflect the overall emphasis on scholarship for tenure track and teaching for non-tenure track.

² University of Northern Illinois, Department of Academic Affair (2011). *Statement of professional behavior of employees: University collegiality policy.*

Table 1 – Summary of Criteria for Appointment, Promotion, and Tenure

Rank	Tenure-Track	Non-tenure Track
Professor	<p>Initial Appointment or Promotion to This Rank</p> <ol style="list-style-type: none"> 1. Degree requirements for appointment to Associate Professor 3. Established scholarly activity agenda 3. Excellence in teaching and scholarship; significant achievement in service 4. Established national or international reputation in teaching, service, or scholarship 5. Demonstrated collegiality 	<p>Initial Appointment or Promotion to This Rank</p> <ol style="list-style-type: none"> 1. Degree requirements for appointment to Associate Professor 2. Excellence in teaching and one other area; significant achievement in the third area 3. Established national or international reputation in teaching, service, or scholarship 4. Demonstrated collegiality
Associate Professor	<p>Initial Appointment or Promotion to This Rank</p> <ol style="list-style-type: none"> 1. Degree requirements for appointment to Assistant Professor 2. Doctoral degree with significant preparation for scholarly activity 2. Excellence in teaching and scholarship 3. Emerging national reputation in teaching, service, or scholarship 4. Demonstrated collegiality 	<p>Initial Appointment or Promotion to This Rank</p> <ol style="list-style-type: none"> 1. Degree requirements for appointment to Assistant Professor 2. Doctoral degree relevant to clinical practice or education 2. Excellence in teaching and significant achievement in scholarship or service 3. Emerging national reputation in teaching, service, or scholarship 4. Demonstrated collegiality
Assistant Professor	<p>Initial Appointment or Promotion to This Rank</p> <ol style="list-style-type: none"> 1. Terminal professional degree required for clinical practice, if relevant to the faculty member’s appointment 2. Master’s or doctoral degree with significant preparation for scholarly activity 3. Demonstrated potential for scholarly activity 4. Demonstrated collegiality or potential for collegiality 	<p>Initial Appointment or Promotion to This Rank</p> <ol style="list-style-type: none"> 1. Terminal professional degree required for clinical practice, if relevant to the faculty member’s appointment 2. Master’s or doctoral degree relevant to clinical practice or education 3. Demonstrated collegiality or potential for collegiality

Instructor³	Initial Appointment <ol style="list-style-type: none">1. Terminal professional degree required for clinical practice2. Demonstrated collegiality or potential for collegiality
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VII. 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 not all-inclusive and are intended to serve as a general guideline to illustrate the value of selected activities.

Faculty members and the 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 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 and/or tenure to indicate the areas in which, and the criteria by which, he or she has demonstrated excellence and significant achievement.

A. Teaching

The teaching of students and other learners is central to the mission of the College of Health Professions. Faculty members eligible for promotion and/or tenure should demonstrate their accomplishments as teachers and continuous efforts to improve their effectiveness as teachers. For the purposes of promotion and tenure, "teaching" includes activities related to instruction and learning that occur in the classroom, laboratory, clinic, and other settings, including community-engaged teaching, international experiences, etc. In all cases, quality and impact of teaching are key considerations in promotion and tenure recommendations.

1. Excellence

- a. Demonstrates leadership in course and curriculum development, implementation, and evaluation
- b. Obtains extramural or intramural funding for educational projects,

³ Under 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 chair, waive the criteria for initial appointment to the rank of Instructor. In such cases, the individual to be appointed to a regular, full-time position must attain the usual criteria for Instructor within three calendar years of the initial appointment. Failure to do so will result in automatic termination.

programs, or other teaching-related activities

- c. Effectively mentors less experienced faculty in the use of teaching strategies and course development, implementation, and evaluation
- d. Designs, tests, and evaluates innovative teaching strategies, e.g., multi-media program, problem-based learning
- e. Is recognized as a master teacher by faculty, students, and/or professional colleagues
- f. Provides key leadership in program planning, implementation, and evaluation
- g. Creates new curriculum and/or courses with a majority of new content (not merely by combining existing courses)
- h. Integrates educational theories into curriculum and teaching-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 or interprofessional relationships within the college and/or with others
- g. Consistently applies current research and theory development in classroom and/or clinical teaching

B. Scholarship

Scholarly activity is central to the responsibilities of faculty members, especially those who are tenured or on the tenure track. Scholarly activity includes a wide variety of inquiry endeavors that advance knowledge, apply innovation, and promote the application of knowledge for the benefit of society.

Faculty members eligible for promotion and tenure should demonstrate their accomplishments as scholars and the impact of their inquiry. For the purposes of promotion and tenure, scholarship includes a variety of activities including those related to the discovery, synthesis, integration, and application of new knowledge; evidence-based innovations in clinical practice and education; analysis and dissemination of knowledge; critical analyses; etc. Of particular value is a body of scholarly activity, or scholarly agenda that systematically builds on itself and the work of other scholars and makes substantial contributions to the body of knowledge in a discipline or line of inquiry.

1. Excellence

- a. Demonstrates consistent success in obtaining external funding for scholarly activities
- b. Publishes, as author or co-author, peer-reviewed scholarly papers in leading journals
- c. Presents peer-reviewed or selected scholarly papers at national or international meetings
- d. Edits or publishes, as author or co-author, a book in the professional discipline
- e. Publishes, as author or co-author, a chapter in a book in the professional discipline
- f. Is the author of peer-reviewed instructional materials such as workbooks, laboratory manuals, or software applications that are adopted by other programs/institutions
- g. Develops peer-reviewed computer-assisted instructional program, audiovisual program, etc., that 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. Submits quality grant proposals for scholarly activities (e.g., grant proposal approved but not funded)

C. Service⁴

Faculty service is essential to the University's success in addressing its central missions, and is a responsibility of all faculty. Faculty members perform a broad array of services that are vital to supporting and sustaining the quality and effectiveness of the college and its program, the university, and their disciplines. Professional service may include service in faculty governance; academic and student-support units; international activities; in community and state programs; department, college, and university committees; and service or leadership in professional organizations.

Faculty members eligible for promotion and tenure should demonstrate that service activities contribute to the functioning and development of the organization, community, or profession and that the service is related to the faculty member's

⁴ Copied or adapted from Oregon State University Academic Affairs (2016). *Faculty handbook: Promotion and tenure guidelines*. <http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines#criteria>

discipline and unique professional expertise.

Many faculty members make important service contributions to university relations or to the community that are not directly related to their responsibilities as faculty members. Though valuable in their own right, and ideally a responsibility of all citizens, these efforts are considered in promotion and tenure decisions only to the extent that they contribute to the mission of the college and university.

1. Excellence

- a. Demonstrates effective and productive leadership on campus or University of Arkansas committees
- b. Recognized for exceptional contributions to the advancement of the university or college
- c. Obtains extramural or intramural funding for service programs, projects, or activities
- d. Serves on a journal editorial board
- e. Leads professional accreditation teams
- f. Consulted by other institutional or governmental agencies at the state or national level
- g. Participates as a member of state or national advisory boards
- h. Holds a position of leadership in an appropriate professional society at national or international level
- i. Recognized for clinical expertise at state or national level
- j. 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. Is a peer reviewer for a journal or book
- e. Edits local or state professional publications
- f. Serves on professional accreditation teams
- g. Consulted by other institutions or governmental agencies at local level
- h. Participates as a member of a local advisory board
- i. Holds a position of leadership in an appropriate professional society at the state or local level
- j. Recognized for clinical expertise at local level

Eliminated “Post-Master’s Degree Requirements” and point system

VIII. Indicators and Evidence of Collegiality

- A. As a criterion for promotion and tenure, collegiality must not be applied in such a way that would impinge on or threaten academic freedom; suppress dissent, criticism, or opposition; or discourage free, open, and passionate debate and discussion among colleagues. To that end, collegiality is operationally defined as collaborating with other members of the faculty and administration; speaking in a professional and respectful manner toward others; agreeing to serve on work groups (committees, etc.) or performing tasks for the good of the group; following through on professional tasks, meeting deadlines, and carrying out all relevant responsibilities; respecting the decision-making processes of the unit; communicating with others respectfully; and relating to others in ways that are constructive, supportive, and professional⁵
- B. Evidence of collegiality for the purposes of promotion and tenure may be demonstrated in numerous ways: annual performance evaluations, peer and student evaluations, testimonials and letters of support, offers to lead key committees and task groups, etc.

IX. 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, an assistant professor who has not earned the rank of associate professor or who does not meet the criteria for promotion to associate professor, but who has compiled an otherwise truly exemplary record may be considered for tenure.
- B. The individual must establish a record of excellence that demonstrates both the potential and likelihood that he or she will continue to make additional substantial 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 collegiality.
- 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 college or who have made outstanding records in less than six or seven years in the college.

X. Implementation

This document was approved by the faculty of the College of Health Professions on

⁵ Cipriano, Robert E. (2011). *Facilitating a collegial department in higher education: Strategies for success*. San Francisco: Jossey-Bass.

DATE and by the dean on DATE. Adoption of these guidelines, replacing the guidelines adopted DATE 2002, was approved by the President of the University of Arkansas on DATE. 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 February 13, 2002 for all faculty hired before the date of approval of this (new) document by the President, i.e., before DATE). This and subsequent committees will continue to utilize the 2002 guidelines for these faculty until June 30, 2021, 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 DATE, and promoted or tenured under the 2002 guidelines after presidential approval, or after June 30, 2021 whether he or she has been promoted and/or tenured under the 2002 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 DATE) and before June 30, 2021, a faculty member who is not under any level of review for promotion and/or tenure under the 2002 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 2002 guidelines, unless he/she has been promoted or tenured under the 2002 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 2002 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.

Policy: Non-Cognitive Performance Standards

Number: 02.00.02

Approval Date: Not Available

Revision Dates:

Section: Student Affairs

Area:

Subject: Student Non-Cognitive Performance Standards

POLICY

Non-cognitive performance standards are a set of principles reflecting the ethical foundation of health professions practice. The student must strive toward unquestionable integrity in all professional relations. In order to pursue this goal, students should demonstrate a commitment to carrying out professional responsibilities and an adherence to ethical principles. The following non-cognitive performance standards should be utilized as a guide toward these future goals.

Failure to comply with the requirements of any of the following standards or other policies in the College of Health Professions Catalog may result in a conference with the department chairman, dean, or designee, to discuss the difficulty. Should the problems warrant immediate action, the dean, or designee, may recommend the student be placed on disciplinary probation or dismissed from the College. The following is a description of the scholastic, non-cognitive performance responsibilities of a student enrolled in the College of Health Professions:

Attentiveness: The student regularly attends class. All extended absences are for relevant and serious reasons and approved, where applicable, by the appropriate authority. The student is consistently on time for class, labs, and clinics and stays until the end of time period. The student is alert during classes and demonstrates attentiveness by taking notes and asking appropriate questions.

Demeanor: The student has a positive, open attitude towards peers, faculty, and others during the course of studies. The student maintains a professional bearing in interpersonal relations. The student functions in a supportive and constructive fashion in group situations and makes good use of feedback and evaluations.

Maturity: The student functions as a responsible, ethical, law-abiding adult.

Cooperation: The student demonstrates his/her ability to work effectively in large and small groups and with other members of the health care team, giving and accepting freely in the interchange of information.

Inquisitiveness: The student acquires an interest in his/her courses and curricular subjects, demonstrating individual pursuit of further knowledge.

Responsibility: The student has performance in his/her chosen health professions program as his/her primary commitment. Student/student and student/faculty academic interchanges are carried out in a reliable and trustworthy manner.

Authority: The student shows appropriate respect for those placed in authority over him/her both within the University and in society.

Personal Appearance: The student's personal hygiene and dress reflect the standards expected of a

professional health care provider.

Communication: The student demonstrates the ability to communicate professionally and effectively verbally, nonverbally, and in writing with peers, faculty, patients, and others.

Confidentiality: The student exhibits respect for privacy of all patients and patients' family members. The student demonstrates restraint when utilizing social media (Twitter, Facebook, or other social media site) and, at no time, communicates information that could lead to exposure of patient identity. The student is aware that specific patient data discussed in a specified time frame may be sufficient information to identify a patient. The student follows all directives of the UAMS Social Media Policy.

Professional Role: The student conducts self as a professional role model at all times and in compliance with rules and regulations regarding professional conduct of the specific health profession in which one is enrolled. The student demonstrates the personal, intellectual, and motivational qualifications of a professional healthcare provider.

Judgment: The student shows an ability to think critically regarding options, reflecting his/her ability to make intelligent decisions in his/her personal and academic life.

Civility: The student understands that civility is an authentic respect for others that requires time, attention, a willingness to engage in open communication, and the intention to seek agreement. The student demonstrates respect for all. The student will not harass any individual physically, verbally, psychologically, or sexually. The student exhibits respect for the institution they have chosen to attend by demonstrating written, verbal, and electronic communication that is diplomatic, non-threatening, and reflects accountability. The student follows all directives of the UAMS Social Media Policy.

Moral Standards: The student respects the rights and privacy of other individuals and does not violate the laws of our society.

Ethics: The student conducts self in compliance with one's professional code of ethics.

APPROVAL

Information about the original approval of this policy is not available.