

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 July 20, 2017**

APPOINTMENT, PROMOTION, AND TENURE GUIDELINES

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Preamble

The faculty of the College of Health Professions are dedicated to promoting the mission of the University of Arkansas for Medical Sciences: improving the health, healthcare and well-being of Arkansans and of others in the region, nation, and world by educating current and future health professionals and the public; providing high quality, innovative healthcare, and also providing specialty expertise not routinely available in community settings; and advancing knowledge in areas of human health and disease and translating and accelerating discoveries into health improvements. Faculty are recognized for their accomplishments in teaching, scholarship, and service through attainment of promotion and tenure. The purpose of these Guidelines is to establish the criteria and processes with regard to promotion and tenure.

In keeping with the promotion and tenure policies established by the University of Arkansas (Board of Trustees Policy 405.1-revised October 2, 2001; henceforth referred to as UA Board Policy 405.1, 2001), promotion and tenure in the College of Health Professions is based on merit and academic excellence. In the event of any conflict between these Guidelines and Board or campus-wide policies, the Board or campus-wide policies will govern.

Article I: Promotion and Tenure Committee

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

I. 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:

- A. Review and evaluate applications and portfolios for promotion and tenure;
- B. Make written recommendations for appointments, promotion and tenure to the dean;

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

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- C. Provide a promotion and tenure portfolio workshop annually;
 - D. Produce and disseminate documents that educate and provide guidance about the criteria, required documentation, preparation of credentials (i.e., portfolio) and process for promotion and/or tenure application.

II. Structure of the Committee

- A. The committee is composed of six voting members who serve for three-year terms.
- B. No member may serve for consecutive terms.
- C. Committee members must be tenured in the college and hold the rank of Associate Professor or higher.
- D. Any faculty member holding the position of dean, associate dean, or assistant dean cannot be a member of the Promotion and Tenure Committee.

III. Election of Committee Members²

- A. The election of committee members will be held in the fall of each year. Ballots will be distributed by November 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.
- B. Committee service begins on July 1 concurrent with the fiscal year. Committee orientation is offered to newly elected committee members.
- C. Two voting 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 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.
- D. The dean's office identifies faculty eligible to serve on the committee, conducts the election, counts votes, and announces 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.

² As with all personnel matters, deliberations of the committee are to be held in the strictest confidence. Committee members who violate confidentiality may be subject to disciplinary actions.

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- E. Within 30 days of the loss of a committee member, the dean shall call a special election to select a replacement for the remainder of the term.
 - F. 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 members of the committee shall also disqualify themselves if a potential conflict of interest is evident, (e.g., program director, colleague within the department, business associate or family member of the applicant being reviewed, etc.).
 - G. A voting 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 re-election to the committee the year immediately following (under the consecutive term rule).

IV. Promotion and Tenure Portfolio Preparation Workshop

- A. No later than April of each year, a portfolio preparation workshop will be offered by the promotion and tenure committee to provide guidance regarding the preparation of materials for promotion and tenure application.
- B. Announcement of the spring workshop will signal the beginning of the review process and may be attended by all interested faculty.
- C. The committee will offer two other public question and answer forums regarding portfolio preparation.

Article II: Appointment, Promotion and Tenure

I. Progression

- A. Academic Rank

The College of Health Professions recognizes various faculty ranks which have significance with regard to qualifications, benefits, rights, and responsibilities. These ranks, from lower to higher rank, are: Instructor, Assistant Professor, Associate Professor, and Professor. Appointment to a rank is based on criteria specified in these Guidelines. Promotion from a lower rank to a higher rank is based on criteria specified in these Guidelines and the faculty member's qualifications, accomplishments, and contributions to the university's missions in education, research, and service. It would be unusual for a faculty member to be promoted to the rank of Associate Professor before having completed five years

of service at the rank of Assistant Professor. Promotion to the rank of Professor is a high honor reserved for faculty members who demonstrate outstanding contributions to their respective disciplines and typically will have established a national and/or international reputation.

B. Special Ranks

Three additional academic ranks are recognized by the University of Arkansas System. These special honorary ranks are bestowed upon tenured and non-tenured faculty by the college following a nomination process and prior approval of the department chairperson, Promotion and Tenure Committee, the dean, and chancellor.

Distinguished Professor – The rank of Distinguished Professor may be requested of the Board of Trustees by the president with prior approval of the committee, dean and chancellor. The rank of distinguished Professor is to be reserved for those individuals who are recognized nationally and internationally as intellectual leaders in their academic disciplines for extraordinary accomplishments in teaching; published works, research, or creative accomplishments in the performing arts; or other endeavors, and who have gained such recognition for distinction at this or another university prior to appointment as distinguished Professors. Appointments to this rank shall be made only when clear indication exists that individuals so appointed will provide exemplary academic and intellectual leadership and continue their professional activities in such a way as to maintain national and international recognition and a commensurate level of accomplishment (UA Board Policy 470.1, 1980, p. 1).

University Professor – The rank of University Professor may be requested of the UA Board of Trustees by the President with prior approval of the committee, dean and chancellor. This rank, earned by few, is the highest honor possible in the UA System.

Emeritus Status – “In recognition of distinguished service to the University of Arkansas, retiring employees may be awarded emeritus status at the rank or title held at the time of retirement. This status is not routinely awarded, but represents an honor for a career characterized by the highest academic abilities and devotion to the college and university. Emeritus faculty members are expected to assist and support the college and university in their areas of competence, particularly in an advisory capacity, when requested to do so” (UAMS College of Medicine, 2011, p. 8). In order for emeritus status to be conferred by the Board of Trustees, the individual must be recommended to the President by the department chair, the

college promotion and tenure committee, the dean, and the chancellor (UA Board Policy 475.1, 1989).

C. Definitions³

Appointment – “An appointment is employment by written contract (“Notice of Appointment”) by the Board of Trustees of an individual in a given capacity for a specified time period at a stated salary.”

Dismissal – “Dismissal is severance from employment for cause after administrative due process as specified in Section IV-C. Non-reappointment is not a dismissal . . . ”

Portfolio – The term portfolio refers to the compilation of documents submitted by a faculty member to support his/her application for promotion and/or tenure. The portfolio typically includes the faculty member’s letter requesting promotion and/or tenure; the department chairperson’s recommendation; current curriculum vitae; evidence and support for achievements in teaching, scholarship, and service; summaries of performance appraisals, course evaluations, or peer evaluations; letters of support for the application; etc.

Pre-promotion and/or Pre-tenure Review – The process of submitting a faculty member’s portfolio to the Promotion and Tenure Committee at a specified time to obtain a critique by the Committee of the faculty member’s qualifications and accomplishments relative to the criteria for promotion and/or tenure. The purposes of the review are to (1) provide guidance and feedback on how the faculty member is progressing in the areas of teaching, scholarship, and service; and (2) to offer recommendations to the faculty member on how to allocate time and effort to best position himself/herself for promotion and/or tenure.

Probationary Period – “The probationary period is the time a faculty member spends under appointments for full-time services in a tenure-track position on one campus of the University of Arkansas prior to being awarded tenure.”

Promotion – “Promotion is advancement based on merit to a higher rank or title. 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.”

³ Definitions in the section titled Appointment, Promotion, and Tenure and enclosed in quotation marks are from the University of Arkansas Board Policy 405.1 (2001). Appointments, promotion, tenure, non-reappointment, and dismissal of faculty. p. 1-3.

Tenure – “Tenure is the right of continuous appointment. It is awarded by the President to eligible members of the faculty upon successful completion by each of a probationary period and, once granted, it ceases to exist only by dismissal for cause according to the procedures in Section IV.C., demonstrably bona fide financial exigency, reduction or elimination of programs, retirement, or resignation.”

Tenure-Track Positions – “Tenure-track positions are ranks of Assistant Professor, Associate Professor, Professor, Distinguished Professor, and University Professor.”

D. Academic Expectations and Faculty Responsibilities

1. *Teaching* – Teaching is the effective organization, adaptation, implementation and innovation of instructional techniques and pedagogical practices to facilitate student learning (Allan, Clarke & Jopling, 2009).
2. *Scholarship* – Scholarship is defined as the thoughtful discovery, transmission, application, and dissemination of knowledge (Hyman, Gurgevich, Alter, Ayers, Cash, Fahnlne, Gold, Herrmann, Jurs, Roth, Swisher, Whitting, & Wright, 2001-2002).
3. *Service* – Service is the act of bringing knowledge to bear in addressing academic, professional, and societal issues through education, application, and discovery. Service has the objective of transmitting or using knowledge and academic skills in problem solving rather than discipline specific goals and often requires integration of knowledge from several fields (Hyman et al., 2001-2002).
4. *Collegiality* – All faculty are expected to be collegial members of their units, and to perform appropriate service that contributes to the effectiveness of their departments, colleges, and the University, and of their professions. 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 (University of Northern Illinois, 2011).

II. Appointment

- 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.

- B. 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 (UA Board Policy 405.1, 2001).
- C. Criteria for initial appointments are detailed in these Guidelines, which specify appropriate degrees, professional experience, experience in teaching and scholarly activity, and service at educational institutions and/or in non-academic settings.
- D. 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, following recommendation by the department chairperson, must be reviewed and recommended by the Promotion and Tenure Committee.
- E. Conditions of hire regarding appointment terms, rank, and tenure or non-tenure track shall be clearly stated in the letter of appointment.

III. Promotion⁴

- 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 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 UA 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

⁴ Unless otherwise noted, policy statements are replicated and/or adapted from the University of Arkansas Board Policy 405.1 (2001) and/or the UAMS College of Health Related Professions (2002) Promotion and Tenure Guidelines.

material which he/she believes will facilitate consideration of his/her accomplishments and potential. Procedures for this process are outlined in this document (Section V: Faculty Portfolio Review).

- D. Appeals for those desiring reconsideration of a negative recommendation will be accomplished in accordance with this document (Section V: Faculty Portfolio Review) and with the criteria and general standards in the University of Arkansas for Medical Sciences Administrative Guide.

IV. Tenure³

- 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 such a case, the academic administrator with academic rank may acquire tenure as faculty, but not as an administrator.

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 (e.g., Department of Physical Therapy). 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. Retention of tenure status is determined by the receiving department (see UA Board Policy 405.1, 2001 for more information).

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- D. The tenure probationary period for a tenure-track faculty member begins with the first full-time tenure-track appointment at the rank of Assistant Professor or higher. The tenure probationary period may not extend beyond seven years, except as specifically provided herein. 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 (UA Board Policy 405.1, 2001).
- 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.

Promotion and/or tenure consideration of a chairperson who is not tenured will be initiated by the dean or direct supervisor (UA Board Policy 405.1 Clarification, April 16, 2016).

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- G. Upon the recommendation of the department chair, after consultation with the departmental faculty and with the concurrence of the Promotion and Tenure Committee, dean, the vice chancellor for academic administration, the chancellor, and the president, new appointees at the rank of Associate Professor, Professor, Distinguished Professor, or University Professor may be granted immediate tenure (UA Board Policy 405.1, 2001).
- 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 (2001) 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 (2001) 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 UA Board Policy 405.1 (2001).

2. The faculty member is entitled to freedom in instructional settings 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 college 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 Professor may serve no more than four 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 and vice versa.
2. 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.
3. 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, an 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 to 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 occur only one time).

N. Part-time Appointments for Tenure-Track Faculty Members

Although part-time faculty are not eligible for tenure, a full-time tenured faculty member may request a change to part-time status (at least a 50% or greater appointment) with retention of tenure. Granting the request will be the institution's prerogative with approval by the department chair and dean. 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 (UAMS Policy 2.3.2, April 21, 2015).

V. **Faculty Portfolio Review**

To facilitate identification of faculty members eligible for promotion and tenure the dean's office shall provide each department chairperson and the chair of the Promotion and Tenure Committee the names of those faculty members eligible for promotion and/or tenure and/or pre-promotion or pre-tenure review by January 15.

A. Pre-promotion and/or Pre-tenure Review

1. Before or during the third appointment year in the college, and with the recommendation of the department chairperson, a faculty member may submit a portfolio for Promotion and Tenure Committee review. The pre-promotion and/or pre-tenure review is the faculty member's opportunity to receive feedback from the Promotion and Tenure Committee about preparation of credentials (i.e., portfolio) and progress toward promotion and/or tenure.
2. The portfolio must be submitted to the committee chairperson by January 15 or the next work day if January 15 is not a work day.
3. Pre-tenure/pre-promotion 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.
4. The committee shall provide the faculty member and department chairperson with a written, nonbinding, critique of his/her pre-tenure and/or pre-promotion portfolio by the last work day in February. The committee chairperson may, in his/her discretion, share the results of the pre-tenure and/or pre-promotion review with the dean. Otherwise, the committee will hold the critique in confidence.

B. Faculty Notification

1. The department chairperson will notify tenure-track faculty nearing completion of their fourth probationary year, before the portfolio preparation workshop is held in April, that they must apply for tenure no later than the second year following notification. As a general rule, the department chairperson and the candidates eligible for promotion and/or tenure will attend the portfolio preparation workshop.
2. A department chairperson considering recommendation of a faculty member for promotion or tenure shall require the faculty member to submit his/her portfolio 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 portfolio will be submitted by the end of the next day, i.e., July 5.

C. Portfolio Review Process

1. The department chairperson shall initiate the promotion and/or tenure process. The department chairperson shall provide written notice to each candidate of the action taken and forward the portfolios of the candidates being recommended to the Promotion and Tenure Committee by the first Tuesday in September.
2. 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, and the Promotion and Tenure Committee shall provide a letter of justification for the decision to the candidate, department chairperson, and the dean.
3. The Promotion and Tenure Committee shall provide written notice to each candidate and the candidate's department chairperson of the review of evidence, action taken, and forward the portfolios of those candidates being recommended to the dean by the first Tuesday in November.
4. The dean shall provide written notice to each candidate and the candidate's department chairperson of the action taken and forward the portfolios 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 chairperson of the Promotion and Tenure Committee, the dean, and the faculty member's department chairperson.

6. Materials submitted will be returned to the faculty member at the conclusion of the process.

VI. Appeal Process

- A. A faculty member who is not recommended for promotion by his/her chairperson or other responsible individual (i.e., in letter of recommendation) may request that his/her file be forwarded for consideration at the next level of administrative review, in which case the individual's application will be considered as having received a negative recommendation from the chairperson or other responsible individual. A copy of the chairperson's recommendation shall remain as part of the application when forwarded to the next level for review (UA Board Policy 405.1 Clarification, April 16, 2016).
- B. Negative recommendations at any level within the college may be appealed to the next higher level in the review process within 10 working days of receipt of notification of action taken.
- C. 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.

VII. Appointment and Promotion Criteria

- A. All faculty must hold the appropriate professional certification/licensure to fulfill their obligation to college job requirements.
- 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 portfolio 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 (see definition p. 6).

“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.”⁵

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

⁵ University of Northern Illinois, Department of Academic Affairs (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
Emeritus Status	Appointment to This Rank See definitions and UA Board Policy 475.1	Appointment to This Rank See definitions and UA Board Policy 475.1
Distinguished Professor	Appointment to This Rank See definitions and UA Board Policy, 470.1	Appointment to This Rank See definitions and UA Board Policy, 470.1
Professor	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Associate Professor 2. Established scholarship agenda and record of scholarly activity 3. Excellence in teaching and scholarship; significant achievement in service 4. Established national or international reputation in teaching, scholarship or service 5. Demonstrated collegiality	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Associate Professor 2. Excellence in teaching and one other area (scholarship or service); significant achievement in the third area 3. Established national or international reputation in teaching, scholarship or service 4. Demonstrated collegiality
Associate Professor	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Assistant Professor 2. Doctoral degree with significant scholarly activity 3. Excellence in teaching and scholarship 4. Emerging national reputation in teaching, scholarship or service 5. Demonstrated collegiality	Initial Appointment or Promotion to This Rank 1. Degree requirements for appointment to Assistant Professor 2. Master’s or doctoral degree 3. Excellence in teaching and significant achievement in scholarship or service 4. Emerging national reputation in teaching, scholarship or service 5. Demonstrated collegiality
Assistant Professor	Initial Appointment or Promotion to This Rank 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	Initial Appointment or Promotion to This Rank 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 with 3 to 5 years of experience 3. Demonstrated collegiality
Instructor⁶	Not Applicable	Initial Appointment 1. Terminal professional degree required for clinical practice 2. Demonstrated collegiality

⁶ 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.

VIII. 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 Examples

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 must demonstrate their accomplishments as teachers and continuous efforts to improve their effectiveness as teachers. "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 discipline specific course and curriculum development, implementation, and evaluation
- b. Obtains extramural or intramural funding for educational projects, 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 Examples

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 first, second, senior or co-author, peer-reviewed scholarly papers in leading journals
- c. Presents peer-reviewed or selected scholarly papers (with published abstracts in the program) at national or international meetings
- d. Edits or publishes, as first, second senior 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. Authors 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
- h. Consistently presents scholarship at national and/or international meetings
- i. Successfully submits quality grant proposals for scholarly activities (e.g., funded proposals)

2. Significant Achievement

- a. Publishes as an author or co-author in 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 scholarship at local, state, and/or regional meetings
- c. Submits grant proposals for scholarly activities (e.g., grant proposal approved but not funded)
- d. Publishes peer-reviewed abstracts for presentation at national or international meetings

C. Service⁷ Examples

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, including service as an editor or on an editorial board.

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 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

⁷ 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>

- c. Obtains extramural or intramural funding for service programs, projects, or activities
- d. Serves on a peer-reviewed 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. Serves as 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

IX. Indicators and Evidence of Collegiality

- A. As a consideration 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 professional.⁸
- 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.

X. 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

⁸ Cipriano, Robert E. (2011). *Facilitating a collegial department in higher education: Strategies for success*. San Francisco: Jossey-Bass.

have made outstanding records in less than six or seven years in the college.

XI. Implementation

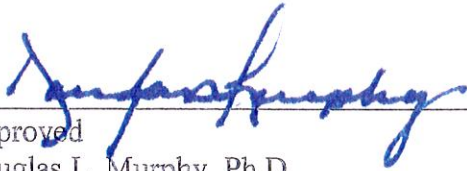
This document was approved by the faculty of the College of Health Professions on May 1, 2017 and by the dean on May 2, 2017. Adoption of these Guidelines, replacing the guidelines adopted June 18, 2002, was approved by the President of the University of Arkansas on July 20, 2017. The following describes 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 July 20, 2017). 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 July 20, 2017, 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 July 20, 2017) 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 portfolio 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.

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Approved by electronic vote of the UAMS College of Health Professions Faculty on May 1, 2017.



06/26/17

Approved

Date

Douglas L. Murphy, Ph.D.
Dean, College of Health Professions



6/27/17

Approved

Date

Date
Daniel W. Rahn, M.D.
Chancellor, University of Arkansas for Medical Sciences



7/20/17

Donald R. Bobbitt, Ph.D.
President, University of Arkansas

Date