

College of Health Professions Executive Committee – Meeting Record

DATE	April 21, 2016	FACILITATOR	Douglas Murphy	LOCATION	Winters Conference Room, Administration West Building
TIME	8:30-9:30 am	RECORDER	Deborah Taylor	GUESTS	Renee Raines, Director of OSPAN; Paula McCauley

ATTENDEES (X 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	
✓ Lori Williamson Dean	✓ Suzanne Hansen	✓ Susan Long	✓ Kathy Trawick	

AGENDA

MEETING RECORD

Time	Item	Presenter	Main Points / Discussion
8:30	Announcements	Varies	<ol style="list-style-type: none"> Promotion and Tenure workshop, April 29, 12:00-1:30 pm, IDW Lecture Hall 226 – department chairs should attend with faculty members. Contact Danny Bercher or Nannette Nicholson with any questions. Save the date for the CHP Faculty Showcase on Wednesday, July 13, tentatively 9:00 am to 4:00 pm. Additional details to come. Contact Mary Ellen Nevins or Susan Long with any questions. Spring College Meeting, April 22, 12:00-1:30 pm, IDW Lecture Hall 126 – staff awards will be presented and the main item of discussion will be the Promotion and Tenure Guidelines Recruitment brochure progress – anticipated completion date is May 1 (programs will have a chance to look at final draft which hasn't happened yet, so doubtful deadline will be met) Hooding Ceremony for master's and doctoral graduates and faculty, Thursday, May 19, 5:30-6:30 pm, UALR Stella Boyle Smith Auditorium Graduation Celebration Brunch for graduates, their family and friends, and CHP faculty and staff, Friday, May 20, 10:00-11:30 am, Administration West Lobby and Portico Commencement, Saturday, May 21, 3:00 pm – Faculty expected to attend CHP catalog review begins May 1 IPE movie night "65 Red Roses," April 25, 4:00-7:00 pm, Active Learning Center – contact Susan Long with any questions
8:40	Office of Sponsored Programs Administrative Network (OSPAN)	Renee Raines	<p>Attachment: OSPAN Service Level Agreement with team contacts</p> <ul style="list-style-type: none"> Team 1 will go live in July with grant assistance; existing grant will have a July 1 migration If CHP faculty need assistance with grants prior to July, contact Office of Grants and Scientific Publication (OGSP). OSPAN is in the process of hiring two more writers to join the three master's level writers currently with the office. If needed, the office will outsource additional writers. OSPAN is currently developing the prioritization shell (the Governor's Advisory Board will vet and sign off on this). Statistics will still be done by TRI and the Department of Biostatistics. As much advance notice as possible is very helpful. Will assist with navigating IRB applications through the system; protocols and writing will still be handled by TRI. Dr. Jan Shorey and the Provost's Office are working on a training module. Renee is available to meet with CHP departments.

	Follow up on Promotion and Tenure Guidelines	Douglas Murphy	<ul style="list-style-type: none"> Continued with discussion of proposed promotion and tenure guidelines (discussed pages 3, 6-8, 12, 14). Next steps: all changes will be incorporated into a new draft which will be sent to the EC for review; last faculty hearing, and faculty vote at the Fall Faculty Meeting on September 23.
9:40	Adjourn		

ACTION PLAN

Action Item	Owner	Target Date
Promotion and Tenure Guidelines – Incorporate suggestions into revised guidelines for presentation to faculty	Douglas Murphy	
College Planning Process – Set future “workshop” dates during EC and retreat in summer	Douglas Murphy / Deborah Taylor	
Fall Enrollment Process – Review of updated enrollment procedures	Clinton Everhart	June 2 or June 9
Recruitment brochure progress – check status with Lyndsay Johnson	Douglas Murphy	
Introduction of the OSPAN (Office of Sponsored Programs Administrative Network) Team 1	Renee Rains	After July 1

April 25th, 4:00 p.m. – 7:00 p.m., Active Learning Center

65 Red Roses

This personal and touching journey takes an unflinching look into the life of Eva Markvoort as she battles a fatal genetic disease called Cystic Fibrosis (CF). At 23, Eva needs a double lung transplant to live. Unable to be around other CF patients, Eva turns to the internet where she forms a strong friendship with two American girls named Meg and Kina. The girls also have CF and are in different stages of transplant. Now at a critical turning point in their lives, the film travels the distance the friends cannot go themselves, capturing the compelling and often heartbreaking realities they face just trying to take each breath.

- From IMDB, Written by [Nimisha Mukerji & Philip Lyall](#)

This IPE film offering is timed in support of National Donate Life Month - April. Visit <http://donatelife.net/ndlm> to learn more.

Logistics

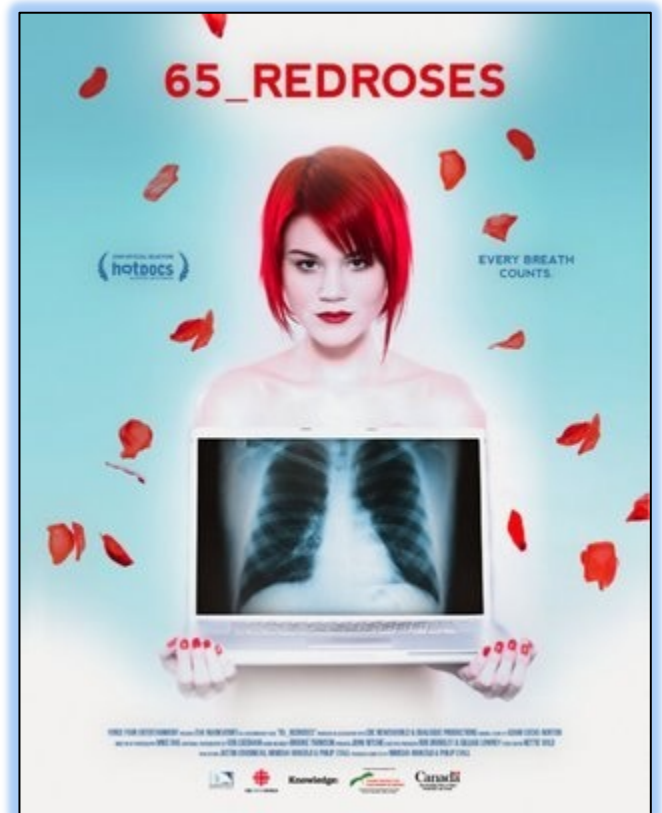
Triple Aim: Improving the Patient Experience

Format:

- Students assigned to interprofessional groups of 4-6
- *Look for It, Listen for It* list will be distributed before viewing
- Small group discussion - focused questions
- Large group discussion/reflection

Time frame: Film – 70 minutes, followed by group discussions

Place: Active Learning Center, 1st floor of library



Refreshments will be provided!!!

Team 1					
Paula McCauley-Shelton, Team Leader – 501-320-7030					
Amanda Richards	501-320-7034	PJ Reed	501-320-7039	Kim Tarkington	501-320-7033
Jessica Macchi	501-320-7037	Scarlett Rice	501-320-7038	Priya Gurumurthi	501-320-7035
Dhivya Suresh	501-320-7036		501-320-7050	Bradley Gonzales	501-320-7032
				Rachel Phillips	501-320-7031
College of Health Professions COM Pharmacology/Toxicology COM Biochemistry COM Neurology COM Neurosurgery COP Integrated Clinical Enterprise		COM Pediatrics COM Headstart College of Nursing UAMS Medical Center COM Center for Distance Health COM OB/GYN		COM Microbiology COM Neurobiology & Dev. Sciences COM Ophthalmology COM Physiology COP Information Technology Translational Research Institute	

Team 2					
Angie Brock, Team Leader – 501-320-7040					
GibAnn Berryhill	501-320-7041	Michael Justice	501-320-7044	Angel Smith	501-320-7048
Judy Whaley	501-320-7049	Brandi Koscielny	501-320-7045	Carolyn McNutt	501-320-7047
Lisa McIntosh	501-320-7046	Sarah Thomas	501-320-7050	Antonia Conley	501-320-7042
COM Administration COM Biomedical Informatics COM Geriatrics COM Internal Medicine COM Otolaryngology COM Pathology COM Surgery Institute on Aging North West Arkansas Campus		College of Public Health COM Biostatistics COM Emergency Medicine COM Family Medicine COM Genetics COM Orthopedics COM Psychiatry Regional Programs		ACHI COM Anesthesiology COM Dermatology COM Radiation Oncology COM Radiology COM Urology Myeloma VC Academic Affairs VC Diversity	

SERVICE LEVEL AGREEMENT:

University of Arkansas for Medical Sciences

OFFICE OF SPONSORED PROGRAMS ADMINISTRATIVE NETWORK (OSPAN)

Table of Contents – Complete later

Section I

General Information and Objectives SLA Purpose and Expectations

The purpose of this Service Level Agreement (SLA) is to establish the foundation for a cooperative partnership between the OFFICE OF SPONSORED PROGRAMS ADMINISTRATIVE NETWORK (OSPAN) and other stakeholders.

This SLA will outline:

- The services that OSPAN offers and the working relationship between OSPAN and all stakeholders.
- The key performance indicators used to measure the quality of services provided.

OSPAN Mission

OSPAN's mission is to provide sponsored programs administration to all stakeholders of the University of Arkansas for Medical Sciences. OSPAN will be staffed by experts in sponsored program administrative services.

OSPAN Vision

Conducting the administrative business of sponsored awards so stakeholders can perform the sponsored program objectives.

OSPAN Guiding Principles

1. **Service:** Excellent service is at the core of the Center.
2. **Communication:** OSPAN staff will provide clear and transparent communications to stakeholders.
3. **Integrity and Respect:** Mutual respect among all stakeholders will be upheld and all transactions will be performed with utmost integrity.

OSPAN Goals

1. Provide **expert and professional support** for all UAMS stakeholders
2. Provide **clear roles and responsibilities** for OSPAN staff members and the stakeholders whom they serve.
3. Provide **timely, streamlined and standardized processes** that support stakeholders
4. Provide **solutions** to sponsored awards administration questions and issues.

OSPAN Structure

Each administrative unit will have a designated OSPAN staff member to serve sponsored program administration needs. OSPAN has the flexibility to bring multiple

staff together when needed for more complex grant submissions, and to bring together specialists from other teams to meet the needs of the stakeholder. If your OSPAN staff member is unavailable, designated back-up individuals will be available to meet the stakeholder's needs.

The current list of OSPAN teams and the stakeholders they serve can be found on the University of Arkansas for Medical Sciences OSPAN website (include hyperlink).

The Director of OSPAN reports to the Vice Chancellor for Research, with a secondary reporting relationship to the OSPAN Governance Advisory Board (GAB).

Section II
OSPAN Service Components
OSPAN Locations

The OSPAN teams and the administrative units they serve are listed on the OSPAN Website (insert hyperlink).

OSPAN Services

High level roles and responsibilities are outlined below.

Pre-Award

Process	OSPAN Responsibilities	Stakeholders/Administrative Units Responsibilities
Identifying Funding Opportunities	<ul style="list-style-type: none"> • Collects and distributes targeted funding opportunities from all sources to stakeholders 	<p>Stakeholders, in partnership with their Administrative Unit, makes the decision on whether or not to pursue the opportunity</p>
Proposal Development	<ul style="list-style-type: none"> • Manage TRACKs entry • Budget Development • Review and complete administrative components of the proposal • Contact the subcontractors to gather required sub-awardee forms • Contact editors as requested or as needed. 	<ul style="list-style-type: none"> • Stakeholder alerts OSPAN team of their intent to submit a proposal by following the timeline located in the appendix. • Stakeholder completes scientific components of the proposal and assists in budget/budget justification development.
Proposal Review and Submission	<ul style="list-style-type: none"> • Completes the final proposal package, reviews, and alerts STAKEHOLDER to review and submit the TRACKs 	<p>Dept. Chair and administrative unit review and approve submission of the proposal.</p>

	funding proposal.	
Just in Time (JIT) Submissions	<ul style="list-style-type: none"> • Prepare all administrative components of Just in Time or other pre-award requests from the sponsor • Assist in obtaining regulatory approvals required for Just in Time submissions • Submit JIT materials to ORSP 	<ul style="list-style-type: none"> • STAKEHOLDER prepares all scientific components of JIT submissions • STAKEHOLDER can delegate the assigned OSPAN Administrator to assist with a JIT in eRA Commons, if desired
Edit Manuscripts	<p>Editors will identify relevant writing guidelines, instructions, and ethical standards (e.g., journal instructions for authors, regulatory requirements) and ensure the manuscript follows these.</p> <p>Editors will ensure the manuscript is grammatically correct and punctuated and formatted according to the journal's style guide.</p> <p>Editors will ensure that the required information for each section is present.</p>	<p>Stakeholder will contact OSPAN team member to schedule editing time no later than two weeks before manuscript is due.</p> <p>Stakeholder/author will submit to editor a fully written manuscript or a manuscript that is as complete as possible.</p>

Award Phase

Process	OSPAN Responsibilities	Stakeholders/Administrative Units Responsibilities
Award Acceptance	<ul style="list-style-type: none"> • Reviews award document and determines if revised budget is required • If revised budget is required, will collaborate with administrative unit. • Assist in obtaining regulatory approvals required to accept award 	<ul style="list-style-type: none"> • STAKEHOLDER approves revised budget, if necessary • STAKEHOLDER review award terms and conditions Administrative Unit will collaborate with OSPAN team on required changes. Stakeholders/Administrative Units approves TRACKS (for advance accounts, pre-award costs, and cost sharing)

<p>Award Modifications</p>	<ul style="list-style-type: none"> • Identifies need for award modification that requires internal or Sponsor approval • In collaboration with STAKEHOLDER, drafts letter of request to the Sponsor (if applicable). • Forwards requested forms to internal administrative unit or ORSP for review and submission, if applicable. 	<p>Alerts OSPAN team of significant events that may require modification to the award.</p>
<p>Progress Report Submissions</p>	<ul style="list-style-type: none"> • Beginning 30 days prior to the due date of a progress report prepares all administrative components for Progress Report submissions • Assist in obtaining regulatory approvals required for Progress Report submissions. • Submits all materials to ORSP 	<ul style="list-style-type: none"> • STAKEHOLDER prepares all scientific components of Progress Report submissions (including ensuring the proper publications are linked in accordance with the NIH Public Access Policy) • STAKEHOLDER can delegate the assigned OSPAN team member to assist with a Progress Report in eRA Commons if desired

Post-Award

Process	OSPAN Responsibilities	STAKEHOLDER/ Administrative Unit Responsibilities
<p>Monthly Budget Reconciliation</p>	<ul style="list-style-type: none"> • Monitors spending on sponsored accounts. • Prepares monthly financial reports to include budget, actual, commitments, projection and balance after the monthly financial close. 	<ul style="list-style-type: none"> • STAKEHOLDER meets with OSPAN team member on a monthly basis (at a minimum) to review grant accounts. • Administrative Unit may attend monthly meetings if desired
<p>Monthly Administrative Unit Review</p>	<ul style="list-style-type: none"> • Will meet with administrative unit leaders for summary review of all sponsored programs 	<ul style="list-style-type: none"> • Administrative Unit leaders meets with OSPAN team member on a monthly basis (at a minimum) to review sponsored programs

		•
Interim Financial Reporting	<ul style="list-style-type: none"> • Reviews financial report with grants accounting for accuracy. • Verifies with grants accounting carryforward amount. • 	N/A
Payment of Subcontract Invoices	<ul style="list-style-type: none"> • Reviews all invoices received from subcontractors. • Follows-up with subcontractors who are not submitting invoices in a timely manner • Routes to STAKEHOLDER for approval • Routes to accounts payable for payment 	<ul style="list-style-type: none"> • STAKEHOLDER approves subcontract invoices for payment • STAKEHOLDER notifies OSPAN team member should there be an issue with the work being completed by a subcontractor
Closeout	<ul style="list-style-type: none"> • Reconcile all sponsored accounts in preparation for closeout • Process CSRs as required. • Notify STAKEHOLDER and administrative units that grant is ending at 90, 60 and 30 days prior to expiration. • Ensure final invoices are processed. • 	<ul style="list-style-type: none"> • STAKEHOLDER review and sign CSR • STAKEHOLDER completes all final technical reports required by Sponsor • At least 90 days prior to closeout, Administrative Unit reviews and initiates separation procedures for employees who will be terminated upon grant close out.

Research Contracts and Clinical Trials

Process	OSPAN Responsibilities	STAKEHOLDER/ Department Responsibilities
Pre-Award Clinical Trials Management	<ul style="list-style-type: none"> • Review and negotiate budget with sponsor and stakeholder. • Maintain CLARA record for routing and approval • 	<ul style="list-style-type: none"> • Review and sign the negotiated CDA • Approve negotiated budget
Contract Development and Execution	<ul style="list-style-type: none"> • Input, as needed, for Research Contract negotiations 	<ul style="list-style-type: none"> • Input, as needed, for negotiations

Coverage Analysis	<ul style="list-style-type: none"> • Input, as needed 	<ul style="list-style-type: none"> • Input, as needed, for development • Final review and approval
Budgets	<ul style="list-style-type: none"> • Input, as needed, for budget development 	<ul style="list-style-type: none"> • Input, as needed, for budget development Final budget approval
Invoicing/AR Management	<ul style="list-style-type: none"> • Review study calendars and milestones • Generate invoice and submit to sponsor • Receive payment and ensure it is applied to appropriate clinical trial account • Monitor accounts receivable and escalate risky accounts receivable (accounts receivable not paid within 120 days of invoicing) for potential bad debt write off • Notifies Research Contracts and STAKEHOLDER if contract should be amended due to accrual/financial implications 	<ul style="list-style-type: none"> • Enter patient data in tracking system • Confirm milestones have been reached and OSPAN can invoice sponsor • Confirm payment received is tied to specific protocol
Closeout	<ul style="list-style-type: none"> • Reconcile account financials • Confirm contract terms for closure • General final invoice for unbilled activity • Receive final payment • Close account 	<ul style="list-style-type: none"> • Confirm study outcomes • Conduct site close-out activities • Draft final letter/communication to sponsor • Approve study for closing

Section III – OSPAN Performance Metrics

Tracking Effectiveness

Timely, efficient, and accurate service and accountability are critical components of OSPAN. To ensure that those goals are met, key performance indicators will be tracked and monitored. Quarterly reports will be sent to the GAB and published on the OSPAN website.

Key Performance Indicators

Pre-award

Services Level Measures
Number of proposals submitted per month. Number of proposal submitted early (successful submission ≥ 2 day before deadline.). Time in State (itemize the states). Total Proposal Days (administrative Items; OSPAN tracking) Percentage of proposals that <u>do not</u> require the administrative unit to return them to OSPAN for revisions prior to submission to sponsor
Percentage of proposals that do not require ORSP to return them to OSPAN for revisions prior to submission to funding agency.
Number of proposals using editor services.
Number of scientific publications using editor services.

Post-Award

Compliance Risk and Service Level Measures
Number of Advance Accounts open greater than 90 days without cause
Number of Accounts where the project period has ended and the account deficit or surplus $\geq 5\%$.
Number of cost summary reports that are submitted past the due date. Number of cost summary reports returned for revisions. Number of transactions that posted after the grant/budget end date
Number of cost transfers greater than 90 days from the original transaction date.
Number of Effort reports submitted after institutional due date Number of days award is under department review. Number of days award is under grants accounting review. Number of days from notice of award to activation. Number of monthly reports reviewed.

Research Contracts and Clinical Trials Management

Service Level Measure
Number of invoices submitted within 30 days of receiving notice from clinical coordinators that the milestone has been met.
Accounts Receivable by aging category (> 30 days, 60-90 days, > 90 days): OSPAN will escalate payments outstanding over 90 days.
Number of accounts with no billing activity over 90 days without cause.
Number of open trials with a project end date > 90 days
Number of outgoing subcontracts submitted within 14 days of receiving notice from administrative unit.

Faculty/Department Service Related Metrics

Service Level Measure

Escalation Procedures: OSPAN Failure to Meet Performance Expectations

In the event that OSPAN fails to meet the expectations outlined in this document, a STAKEHOLDER or administrative unit can take the following steps:

- 1. Communicate the problem directly to your OSPAN team leader**
Communication is the key to the success of the partnership between the Stakeholder, administrative unit and OSPAN. Problems should be clearly identified and possible resolutions discussed with your OSPAN team leader.
- 2. Contact OSPAN Director**
If discussions with the appropriate OSPAN Team Leader fail to resolve the problem, please contact the OSPAN Director to discuss the problem and resolution.

Escalation Procedures: Stakeholders Failure to Meet Expectations

In the event that STAKEHOLDER fails to meet the expectations outlined in this document, a OSPAN or administrative unit can take the following steps:

- 1. Communicate the problem directly to the OSPAN Team leader and STAKEHOLDER.**
Communication is the key to the success of the partnership between the Stakeholder, administrative unit and OSPAN. Problems should be clearly identified and possible resolutions discussed with the OSPAN team leader and STAKEHOLDER.
- 2. Contact OSPAN Director**
If discussions with the appropriate OSPAN Team Leader and STAKEHOLDER fail to resolve the problem, please contact the OSPAN Director to discuss the problem and resolution. If failure to resolve the problem, the director will discuss problem with GAB and VCR.

Section IV – SLA Maintenance Conditions

Periodic Review of SLA

The Vice Chancellor for Research, OSPAN Director, and Governance Advisory Board (GAB) will meet annually to review the SLA to determine whether the services and

service level commitment are meeting the needs of the departments served. During the early stages of OSPAN implementation, more frequent review may be necessary to ensure that the SLA accurately reflects the STAKEHOLDERS' and administrative units' needs and the capacity of OSPAN to meet them.

Substantial changes in the University, such as a significant increase in sponsored programs, should also prompt a review of the SLA.

SLA Modification Review

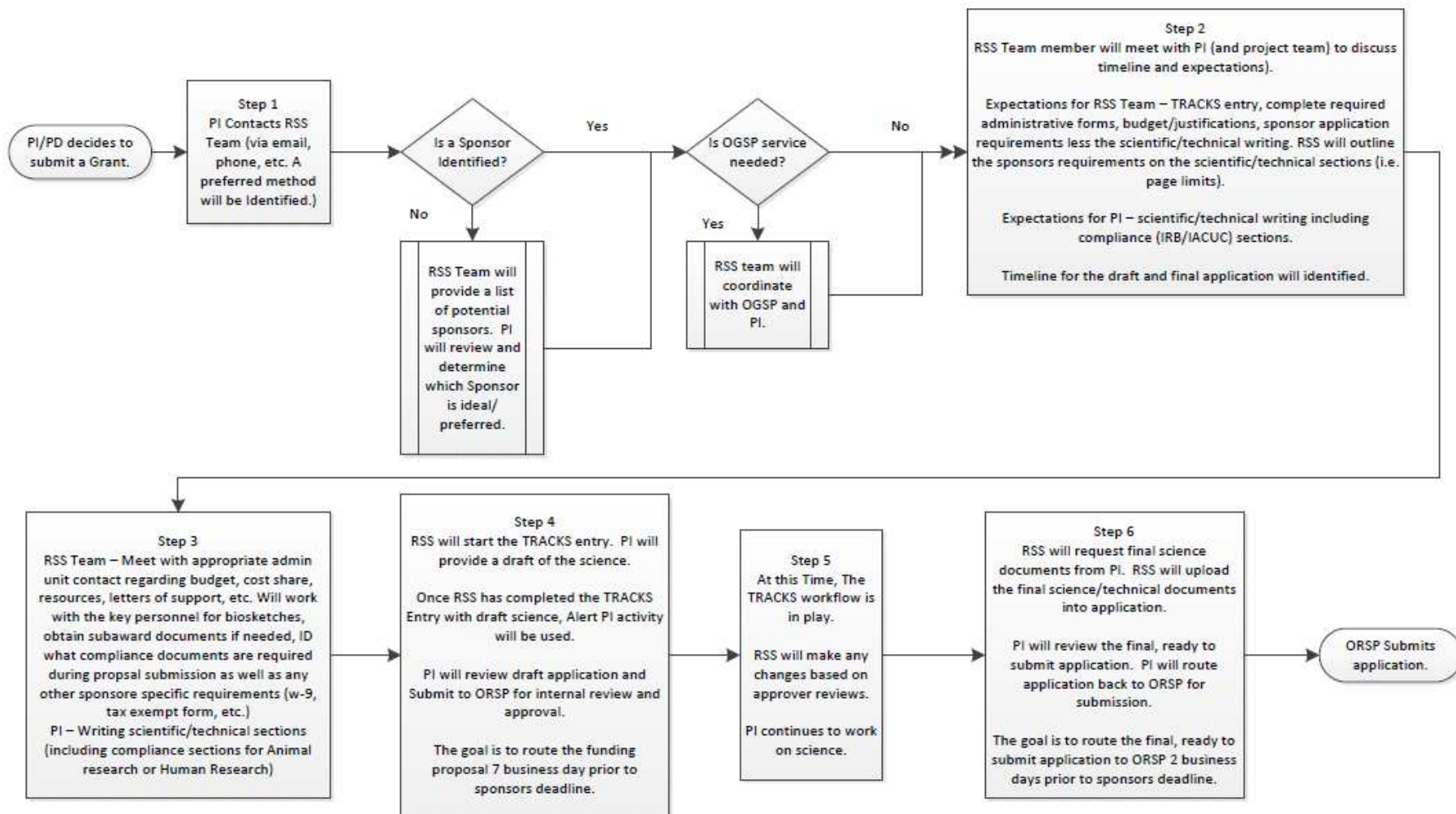
The SLA will be reviewed for proposed changes/revisions and to consider any outstanding resource needs. The reviewers include the OSPAN Director, Vice Chancellor for Research, and GAB.

The Vice Chancellor for Research, OSPAN Director, GAB, stakeholders and administrative units may submit requested updates and recommendations, with a brief rationale for each recommendation. At the direction of the review committee, the OSPAN Director will make all approved changes to the SLA document. The SLA will be posted on the OSPAN website to promote accountability. The Vice Chancellor for Research and the OSPAN Director will be responsible for implementing changes to the SLA and communicating SLA changes to their stakeholder group.

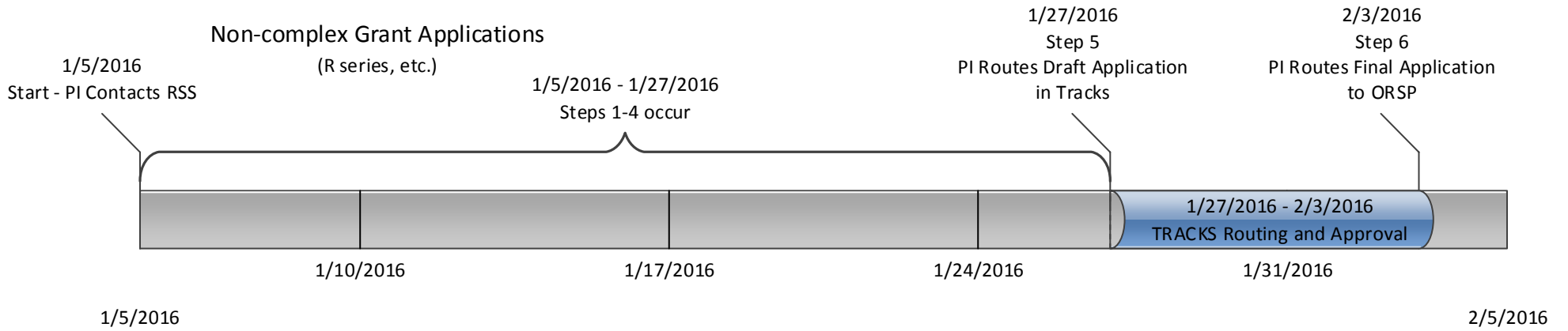
Appendix

Include Acronyms, Definitions, work flow chart and organizational chart.

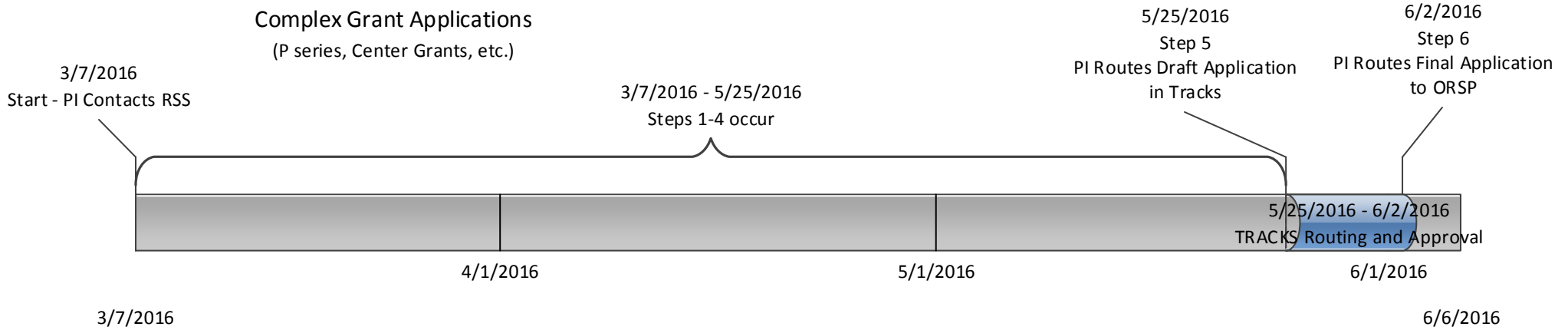
Office of Sponsored Programs Administrative Network



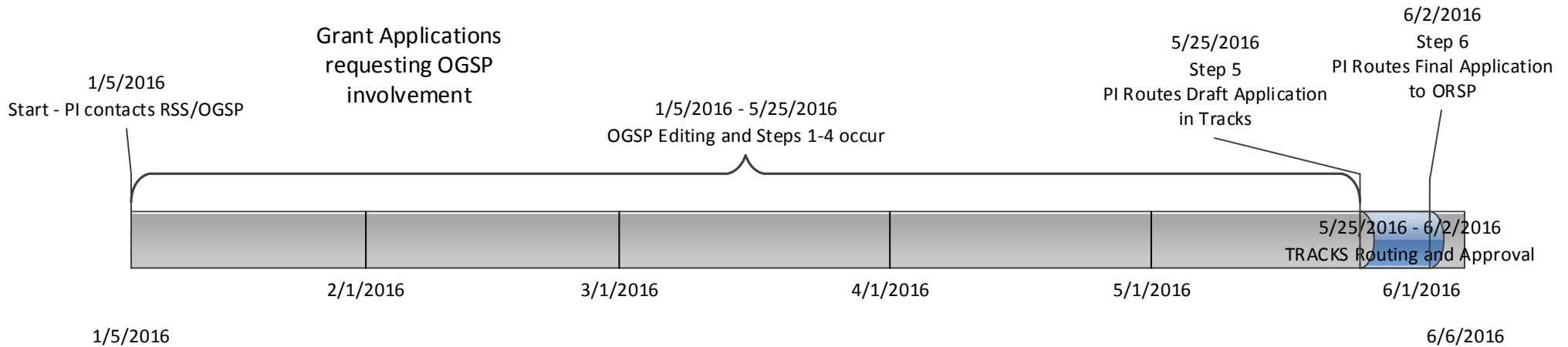
Non-complex Grant Applications



Complex Grant Applications



Grant Applications requesting OGSP involvement



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. Promotion
- II. Tenure
- III. Promotion and Tenure Committee
- IV. Faculty Review
- V. Appointment and Promotion Criteria
- VI. Examples of Excellence and Significant Achievement
- VII. Tenure Guidelines
- VIII. 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 in capital letters and are shaded in green.

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: 2 October 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 shall govern.

~~MUCH MATERIAL IN THE SECTION ABOVE WAS DELETED BECAUSE IT IS NOW OUTDATED.~~

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

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

~~IT IS NOT CLEAR WHAT “PARALLEL FOR BOTH TRACKS” MEANS. SHOULD THIS BE ELIMINATED?~~

~~THROUGHOUT THE DOCUMENT, MINOR CHANGES ARE MADE IN WORDING AND GRAMMAR.~~

I. Appointments

- A. Faculty appointments are for a specified period of time not to exceed one fiscal year. Except for appointments for summer school, 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 departmental 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.

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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 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 ~~chair~~ chairperson, who shall inform the faculty members who are being considered for promotion. Each recommended faculty member ~~will be~~ will be given the opportunity to submit material which he/she believes will facilitate consideration of his/her accomplishments and potential. This ~~will be~~ will be done according to the steps outlined within this document (Section IV: Faculty Review).
- D. Appeals for those desiring reconsideration of a negative recommendation will be accomplished in accordance with this document (Section IV: Faculty Review) and with the criteria and general standards in the University of Arkansas for Medical Sciences [Administrative Guide](#).
- E. Pre-promotion ~~r~~Review

On the request of any faculty member ~~and with the recommendation of the department chairperson, who has served for a minimum of two and one-half years in rank,~~ the Promotion and Tenure Committee shall provide the faculty member 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 normal work day. The committee shall provide the individual the requested portfolio critique by the last day in February. The committee chairperson may, in his/her discretion, discuss the results of the pre-promotion review with the department chairperson and/or 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.

II. Tenure

- A. The granting of tenure implies that the faculty member has successfully completed a probationary period and has the right of continuous appointment to the university community. As such, the faculty member acquires additional procedural rights in the event of dismissal proceedings.
- B. Only full-time faculty in tenure track positions with ranks of assistant professor, associate professor, and professor are eligible to be awarded tenure. Faculty and other employees with the following titles are 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 chair~~person~~, college dean, campus chancellor, and the University of Arkansas president.

- D. The probationary period may not extend beyond seven years, except as specifically provided herein. An initial appointment of one-half year (academic or fiscal) or less will not be included in the probationary period. If more than one-half of any year is spent in leave of absence without pay status, that year ~~will~~~~shall~~ not apply toward the probationary period.

During the first six years of the probationary period, a tenure-track faculty member may request for reasons set forth below, that the probationary period be suspended by one year. The reasons for such a request are the same as are provided under the Family and Medical Leave Act of 1993 and are as follows: (a) the birth of a child to the faculty member or his spouse and its care during the first year; (b) the

adoption of a child by the faculty member or placement in a faculty member's home of a foster child; (c) the care of the faculty member's spouse, child, or parent with a serious health condition; (d) the serious health condition of the faculty member.

A request to suspend the probationary period for these reasons will first be directed in writing to the department chairperson for approval and must also be approved by the dean, ~~(or approved through other established administrative channels), the vice-chancellor for academic affairs~~ 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.

~~E.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.~~

F.E. 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 ~~vice-chancellor for academic affairs~~ chief academic officer, chancellor, and the president, new appointees at the rank of associate professor and professor may be granted immediate tenure.

~~F. Recommendations for tenure will originate with the department chair, 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. 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.

H. Tenure becomes effective at the beginning of the appointment period following the Board of Trustees' action granting tenure.

I. 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 ~~shall~~ will be a terminal appointment.

J. 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.

K. 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.

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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.

L. 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. Since faculty in the tenure track must undergo tenure review no later than during their sixth year of appointment, non-tenure track faculty who have served five years as an assistant professor (and/or higher) transfer all five years to the tenure track probationary period if they move to the tenure track. These faculty, therefore, must be reviewed in the first year following their 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 chair and the dean, a faculty member who is promoted from instructor to assistant professor may request in writing appointment to the tenure-track or non-tenure track before the effective date of the promotion. This faculty member may subsequently change tracks, i.e., non-tenure track to tenure track or tenure track to non-tenure track, with the approval of the respective department ~~chair~~chairperson and the dean. This faculty member, however, cannot subsequently change tracks again, i.e., a change in track can only occur one time.
- M. 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 ~~chair~~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.
- N. Pre-tenure ~~r~~Review
- After a minimum of two and one-half years of service, 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 ~~chair~~chairperson by January 15 or the next work day if January 15 is not a normal work day. The committee shall provide the faculty member with a written, nonbinding, critique of his/her tenure portfolio by the last day in February. The committee ~~chair~~chairperson may, in his/her discretion, discuss the results of the pre-tenure review with the department ~~chair~~chairperson and/or 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.

III. 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.

B. Structure

1. The committee is composed of six voting members and no more than three non-voting members.
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 ~~chair~~chairperson, and with the approval of the committee, the committee ~~chair~~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.

THE ADDITION OF NON-VOTING MEMBERS TO THE COMMITTEE WAS SUGGESTED BY THE P&T REVIEW TASK GROUP AND IS, IN MY, OPINION, A BRILLIANT ADDITION

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 eligible faculty members will be listed on the ballot and elected by a ranking

procedure in which each voter shall list two persons. The first listed 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 mailed 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 ~~ehair~~chairperson of the Promotion and Tenure Committee shall convene the newly elected committee for the purpose of electing a new ~~ehair~~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 ~~ehair~~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., a member of the committee is a relative or a business associate of a faculty member being reviewed. A committee member who is being considered for promotion by the committee shall take a leave of absence from the committee for the year during which he 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. Faculty Review

A. Credentials workshop

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

B. Faculty notification

The dean's office shall provide the appropriate department ~~ehair~~chairperson and the ~~ehair~~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 ~~ehair~~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 ~~p~~Process

1. A department ~~ehair~~chairperson considering recommendation of a faculty member for promotion or tenure shall require the faculty member to submit his/her credentials to the department ~~ehair~~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 ~~ehair~~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.
4. The Promotion and Tenure Committee shall provide written notice to each candidate 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 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 ~~ehair~~chairperson of the Promotion and Tenure Committee, the dean, and the faculty member's department ~~ehair~~chairperson. Following this request, all materials submitted by the faculty member will be returned to him/her.

D. Appeals ~~p~~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 ~~ehair~~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 vice chancellor for academic affairs.

V. 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 will 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.”¹

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.

- 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 THE MAJOR CHANGES TO THE GUIDELINES:

- TWO, RATHER THAN FOUR, TRACKS AS IN THE 2002 GUIDELINES
- GREATER EMPHASIS ON SCHOLARLY ACTIVITY FOR TENURE-TRACK FACULTY
- 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 FACULTY
- DISTINCTION BETWEEN TYPES OF DEGREES FOR TENURE-TRACK AND NON-TENURE TRACK FACULTY: TENURE-TRACK FACULTY MUST HOLD

¹ University of Northern Illinois, Department of Academic Affairs (2011). *Statement of professional behavior of employees: University collegiality policy.*

RESEARCH-BASED DEGREES, WHILE NON-TENURE TRACK FACULTY MUST HOLD ADVANCED DEGREES THAT ARE NOT NECESSARILY RESEARCH-BASED

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

Rank	Tenure-Track	Non-tenure Track
Professor	Promotion to This Rank 1. Established scholarly activity agenda 2. Excellence in teaching and scholarship; significant achievement in service 3. Established national or international reputation in teaching, service, or scholarship 4. Demonstrated collegiality	Promotion to This Rank 1. Excellence in two areas, one of which must be teaching; significant achievement in the third area 2. Established national or international reputation in teaching, service, or scholarship 3. Demonstrated collegiality
Associate Professor	Promotion to This Rank 1. Evidence of scholarly activity 2. Excellence in teaching and scholarship 3. Emerging national reputation in teaching, service, or scholarship 4. Demonstrated collegiality	Promotion to This Rank 1. Excellence in teaching and significant achievement in scholarship or service 2. Emerging national reputation in teaching, service, or scholarship 3. 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. Advanced degree with significant preparation for scholarly activity 3. Demonstrated potential for scholarly activity 4. Demonstrated Evidence-of collegiality or potential for 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. Advanced degree relevant to clinical practice or education 3. Evidence-of Demonstrated collegiality or potential for collegiality
Instructor²	Initial Appointment 1. Terminal professional degree required for clinical practice 2. Evidence-of Demonstrated collegiality or potential for collegiality	

• GREATER EXPECTATIONS FOR PROMOTION FOR FACULTY IN BOTH TRACKS

² 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.

VI. Examples of Excellence and Significant Achievement

The following examples of excellence and significant achievement within each major area of endeavor are provided to guide the assessment of the performance of faculty members. These examples are 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, ~~three aspects of teaching may be evaluated: quantity, quality, and impact. While quantity is a measure of faculty workload,~~ 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, 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 inter-professional 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 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 a workbook, laboratory manual, or software application that is adopted by other programs/institutions
- g. Develops peer-reviewed computer-assisted instructional program, audiovisual program, etc., which is adopted by other programs/institutions

2. Significant Achievement

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

C. Service

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 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. (most of this is adapted from oregon state university – need to cite)

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

VII. Tenure Guidelines

- A. In almost all cases, individuals seeking tenure will have earned the rank of associate professor or professor, or will be promoted to associate professor concurrently with the award of tenure. Under unusual circumstances, assistant professors who have not earned the rank of associate professor or who do not meet the criteria for promotion to associate professor, but who have compiled otherwise truly exemplary records may be considered for tenure.
- B. The individual must establish a record of excellence that demonstrates both the potential and likelihood that he 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.

VIII. Implementation

This document was approved by the faculty of the College of Health Professions on 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 13 February 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 30 June YEAR, 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 30 June YEAR 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 30 June YEAR, 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.