College of Medicine
Promotion and Tenure Procedure

FLORIDA ATLANTIC UNIVERSITY

Approved by majority vote of
College Faculty
March 25, 2014
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Introduction

The Charles E. Schmidt College of Medicine Promotion and Tenure Committee conducts its deliberations in accordance with the Provost’s “Guidelines for Appointment, Promotion, and Tenure of Faculty,” found at:

http://www.fau.edu/provost/files/Guidelines_for_Appointment_Promotion_and_Tenure_of_Faculty_revised_2012.pdf, and the Provost’s “Tenure and Promotions Materials Memo,” published every April. The current version can be found at:


Governance

Structure and responsibilities of the Charles E. Schmidt College of Medicine Promotion and Tenure Committee are detailed in the Faculty Bylaws, Article VII, Standing Committees, Section 2B4 (Revised and Approved by majority vote of the faculty, March 10, 2014):

The structure and responsibilities of the College Promotion and Tenure Committee shall be as follows:

a. Membership

Only full-time (defined as faculty with 0.5 FTE or greater appointments) associate professors or professors shall serve on the College Promotion and Tenure Committee. The Committee shall consist of four representatives from each Department (for a total of 8 members), including at least two tenured full Professors and at least one tenured Associate Professor from each Department, with these six members designated as “Tenure Voters”. The Chair, who must be tenured, will be elected by the full Committee. A Vice-Chair, who also must be tenured, will be elected after the election of the Chair. The term of service is two years. No member shall serve more than two consecutive terms, unless no other member of the department is eligible to serve. http://med.fau.edu/pdfs/COM_Faculty_Handbook.pdf

b. Applications for Consideration

The Committee shall consider faculty portfolios and recommendations from the Departmental Promotion and Tenure Committees and the Department Chairs and shall forward its final numerical vote according to University guidelines to the Dean. Any discussion or comments regarding the case under review will be held strictly confidential.

Following Departmental review and recommendation, the Committee will also review the curriculum vitae of new faculty who are offered “tenure as a condition of employment” to ensure they meet established criteria for tenure according to College and Universities guidelines. Following review, the Committee will forward its recommendations to the Dean.
c. Voting

The Chair shall make every effort to schedule the meetings so that all members can be present. All eight members of the Promotion and Tenure Committee, including the Chair, will vote on promotions of non-tenure track faculty to Associate Professor (Table #1). Only members who are Full Professors are eligible to vote on promotions of non-tenure track, tenure track and tenured faculty to Full Professor (Table #2, 4, 7). Members who vote on promotions of tenure track faculty to Associate Professor or Full Professor may be tenured or tenure track (Table #3, 4). Members who vote on tenure decisions of tenure track faculty to Associate Professor or Full Professor must be tenured (Table #5, 6).

<table>
<thead>
<tr>
<th>Rank</th>
<th>Non-tenure track candidate</th>
<th>Rank</th>
<th>Vote eligibility</th>
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<tbody>
<tr>
<td>1</td>
<td>Assistant Professor</td>
<td>Promotion</td>
<td>Associate Professor</td>
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<tr>
<td>2</td>
<td>Associate Professor</td>
<td>Promotion</td>
<td>Full Professor</td>
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<tr>
<td>3</td>
<td>Assistant Professor</td>
<td>Promotion</td>
<td>Associate Professor</td>
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<td>4</td>
<td>Associate Professor</td>
<td>Promotion</td>
<td>Full Professor</td>
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<tr>
<td>5</td>
<td>Associate Professor</td>
<td>Tenure</td>
<td>Associate Professor</td>
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<tr>
<td>6</td>
<td>Associate or Full Professor</td>
<td>Tenure</td>
<td>Full Professor</td>
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<tr>
<th>Rank</th>
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<th>Rank</th>
<th>Vote eligibility</th>
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<tbody>
<tr>
<td>7</td>
<td>Associate Professor</td>
<td>Promotion</td>
<td>Full Professor</td>
</tr>
</tbody>
</table>

d. Representation to University Committee

The Chair of the Promotions and Tenure Committee will serve as the College of Medicine representative to the corresponding University Committee, subject to approval by the Dean and the University. In the event the Chair is unable to serve, the Vice Chair will serve as the College representative, subject to approval by the Dean and the University.

e. Development of Policies and Procedures

The Committee shall recommend to the Faculty Assembly general policies and procedures affecting promotion and tenure. Except as required by University guidelines, the Committee shall keep no minutes of its deliberations on promotion or tenure cases. The Committee shall keep and publicize minutes of its discussions on other issues.
f. Quorum
All members of the Committee must be in attendance at meetings.

g. Departmental Promotion and Tenure Committees
Departmental bylaws, criteria, or other documents covering Promotion and Tenure policies and procedures shall establish Departmental Promotion and Tenure Committees, consisting of the tenured faculty to review and vote on tenure cases, and the eligible department faculty to review and vote on promotion cases. The Departmental Promotion and Tenure Committees shall evaluate faculty within the candidate’s department according to departmental criteria for promotion and/or tenure.

Faculty who serve on the College Promotion and Tenure Committee shall not be eligible to vote at the departmental level. Following departmental review and voting, the Chair of the Department shall provide an independent evaluation of the candidate. The Departmental and Chair recommendations shall then be considered by the College Promotion and Tenure Committee during review of the candidate. The College Promotion and Tenure Committee will forward its voting results and recommendations to the Dean, who shall then provide his/her own evaluation before submitting the faculty member’s portfolio to the Provost and Chief Academic Officer (for cases that do not involve tenured or tenure track faculty) or the University Promotion and Tenure Committee (for cases that involve review of tenured or tenure-track faculty). The College Promotion and Tenure Criteria posted at http://med.fau.edu/pdfs/PT_criteria_for_COM.pdf, shall guide promotion and tenure actions for the College Promotion and Tenure Committee.

The Integrated Medical Science Department shall have a subcommittee called Committee on Appointments and Promotion of Affiliate Faculty (CAP), which review all applicants for appointment to the affiliate faculty (volunteer or part-time paid affiliate faculty) in that department and make recommendations to the chair on matters of appointments, reappointment and promotion of these faculty. All tenured members, including decanal faculty at the Associate or Full Professor level, of the IMS Department may serve on the Department Committee and CAP except to the extent that double service is prohibited as described above. The Senior Associate Dean for Faculty Affairs and the IMS Department Chair are ineligible to serve either on the Department Committee or on the CAP because of their unique roles in the P&T process.

Recommendations from the CAP will be forwarded to the Department Chair and then directly to the Dean, without review by the College or University Promotion and Tenure Committees, in accordance with applicable College of Medicine policies and FAU promotion guidelines and criteria, as stipulated in the Provost’s Guidelines for Appointment, Promotion, and Tenure of Faculty [see http://www.fau.edu/provost/facultyinfo.php].
DEPARTMENT P&T GUIDELINES

DEPARTMENT OF BIOMEDICAL SCIENCE
Approved by majority vote of Departmental faculty 1/9/13

The “Dept. of Biomedical Science Procedures and Criteria for Faculty Annual Evaluation” are to be used by the department Chair for the Annual Evaluation of Faculty and for judging the progress of faculty toward promotion and tenure. This annual evaluation will examine the three criteria for tenure and promotion including teaching, research, and service for all faculty members. This evaluation by the Chair will be based on the faculty member’s specific assignments in research, teaching and service (documented annually in writing). Assignments or changes in assignments made by administrators other than the Chair will also be documented in writing for faculty P and T records. The Chair will provide a copy of the Annual Evaluation to each faculty member. In addition to the Annual Evaluation, “Guidelines for 3rd year review of tenure-track faculty in the Biomedical Science Department” will be used as the basis for a comprehensive review of the progress towards tenure and promotion of each tenure-track faculty member in the department after three years from the time of hiring. Both the Annual Evaluations and 3rd year Review will be used in promotion and tenure decisions. However, such decisions must also require consideration of the following criteria:

Decisions on promotion and tenure are a key to the future quality and operation of the department and must be considered in a serious and professional manner. Tenure is a particularly important issue and should be awarded with consideration of the collegial nature of the department. The primary missions of this department coincide with those of the university: teaching, research, and service. Therefore, the “University Guidelines for Promotion and Tenure of Faculty” should be followed regarding the content and format of the portfolio. These guidelines also provide a general guide to the criteria for promotion and tenure. Time-in-rank toward promotion to the next rank is typically 6 years. It is important that the records of candidates are evaluated fairly and objectively in the context of their academic assignments. Achievements in research, teaching and service activities will be emphasized proportionally based on the individual candidate's percent of effort in these areas over time, during their progress toward promotion and/or tenure. The department will follow the most recent time-line provided in the annual memorandum disseminated by the Office of the Provost in scheduling the various steps in the promotion and tenure process of the department.

Annual appraisal of progress toward Tenure and Promotion
Except for the Student Perception of Teaching (SPOT) survey and medical student teaching evaluations, no information from anonymous or undocumented sources can be used in evaluating a faculty member.

PROMOTION AND TENURE GUIDELINES
Candidates must show that they are effective in teaching and committed to the department’s goal of quality instruction. To make an informed recommendation, the following items will be considered:
1. Teaching

a. The SPOT summary sheets, as well as medical student evaluations of teaching for each course taught during the period under consideration, which must be included in the portfolio in addition to the Teaching and Evaluation Table, as described in the “University Promotion and Tenure Portfolio Preparation” guide. Particular attention will be given to the items that relate to the quality of instruction and the rating of the instructor in relation to the departmental mean for items #20 and #21 of the SPOT surveys. Additional items from the SPOT survey, such as the level and size of the class and the availability of the instructor outside of class, may be taken into account.

b. Special circumstances associated with the faculty member’s teaching may also be taken into account. Examples include: (i) the development of new courses including participating in the writing of Problem Based Learning cases for medical students, (ii) teaching of complex material that requires extra preparation, (iii) course directorship in the medical curriculum.

c. Student research supervision, advising, directing undergraduate and graduate students in research and/or non-research Directed Independent Study, supervising laboratory research of masters, doctoral and medical students, and participation as a Thesis or Dissertation Committee member.

d. Training of fellows and post-docs is also considered teaching and is meritorious.

e. Peer reviews of teaching are required; the minimum requirement is for two reviews within the past two years, one of which must have been conducted within twelve months prior to the submission of the portfolio. The review will normally include an in-class observation and a review of other materials, e.g., syllabus, or copies of tests and quizzes. Candidates are advised to specifically address any below average teaching evaluations in their portfolio.

2. Research and other creative activities

Candidates must show that they are effective in and committed to the high quality research. It is essential that candidates demonstrate that they have been successful in developing an independent research program and in obtaining sufficient funding to maintain this program. The following elements will be considered:

a. The quality and numbers of biomedical research publications will serve as a measure of research productivity. Publications should be listed in appropriate categories; books, peer-reviewed papers in journals, peer-reviewed papers in proceedings of meetings, book chapters, and patent applications. Publications that are not peer-reviewed must be listed separately. Any papers submitted (“in press” or “under review”) shall be also listed. Evidence should be provided to show that an “in press” manuscript has been accepted for publication by the journal. Papers listed as “under review” will carry less weight. It is acknowledged that different sub-specialties achieve different impact factors and different publication rates. High impact factor journals will be given special consideration. Specific sub-specialty journals generally receive lower impact ratings than general areas but quality papers in the given sub-specialty area are still noteworthy. First author, and corresponding author listings are given more weight than secondary author positions. Invited review articles are meritorious as scholarly research but will be given less weight than research publications.
b. Non-written presentations such as invited seminars, colloquia, contributed talks, and posters, will also be considered a component of research productivity. Invited conference talks should be identified as such and will be given greater weight.

c. It is to be expected that candidates will have made serious and professional efforts to secure external funding through federal, competitive research grants to support their research or other scholarly activities. The greatest credit will be given for competitive research grants to support research or other scholarly activities. In particular, this includes all competitive, multi-year research grants from Federal Agencies or National Foundations such as the NIH, NSF, DoD, DoE, EPA, the American Cancer Society and American Heart Association. However grants from other sources including Florida Department of Health and local foundations such as the Florida affiliate of AHA also will be given credit. Other mechanisms for funding scholarly research may be given credit as well including (i) contracts or grants from industry (ii) equipment grants, (iii) travel grants, (iv) teaching or training, and laboratory development grants, (v) arrangements with other institutions or companies to support the research of departmental graduate students. If a faculty member receives support from a grant on which they are not listed as Principle Investigator (PI) it is essential that the PI provide documentation regarding the contribution of the candidate to writing the grant and their role in the research conducted under the grant.

d. Other considerations for research productivity include awards, invited presentations, and training and supervision of PhD, MS, and other students, and of fellows and post-docs, engaged in research work.

3. Service
Candidates must show that they are effective in and committed to the department’s mission of service within the College of Medicine and University as well as to the community and profession. Service to professional organizations will also be considered, and this will also be taken to reflect the candidate’s recognition within the scientific community. With the goal of making an informed recommendation, the following will be taken into account:

a. Active participation in the governance of professional organizations such as those that are part of the Federation of Societies for Experimental Biology. Examples of such participation are: (i) being an officer in the society, (ii) organizing international meetings or symposia, (iii) organizing or Chairing sessions in meetings, (iv) reviewing journal publications, (v) editing a journal.

b. Engaging in the review of research grants for a Federal Agency such as NIH, NSF or Department of Defense. Long-term membership of a grant review body will be weighted most highly but ad hoc membership will also be considered. Reviewing research grant applications for national foundations such ACS and AHA will be noted but weighted less.

c. The activities of the faculty member in serving on departmental, college, or university-wide committees will be taken into account. This will include any activity that requires an investment of the faculty member’s time and contributes to the management and intellectual life of the department, college or university. The criteria for evaluating these activities are the amount of time required and the gravity of the decisions being considered. Typically, new Assistant Professors will have only a modest assignment in service while setting up their laboratories and developing courses and grant applications, however evidence of consistent, responsible performance of some service is required for promotion to Associate Professor.
d. Community activities also can be used in assessing service. Examples are: (i) participation in science fairs, (ii) speaking with high school students about current biomedical science and careers in the field, (iii) encouraging minority participation in university activities, (iv) establishing contacts with local industry and research institutes such as Scripps Florida.

e. Efforts to encourage members of the community to make donations to the department or to the FAU foundation for the development of biomedical research or education.

**Collegiality**

Collegiality should be considered to be a positive criterion in promotion and tenure considerations at FAU and is emphasized in the document “Guidelines for Appointment, Promotion and Tenure of Faculty” from the Provost’s office.

**Criteria for Appointment, Promotion or Tenure**

For promotion and/or tenure faculty must have acceptable annual evaluations in teaching, research and service over an appropriate time period, and demonstrate distinction in research, teaching or service. Promotion will be based on demonstrated merit, and not years of departmental employment. There are multiple routes to promotion, and recommendations for promotion may be based on evidence that the candidate has achieved distinction in one category of evaluation while continuing to be active, competent and effective in the other assigned areas. Evidence for distinction includes, but is not limited to, internal and external awards obtained for research, teaching, or service. Any route to promotion must involve research. For example, if a candidate applies for promotion to Professor based on teaching, they need to demonstrate that, in addition to being a good teacher, they have made scholarly contributions to teaching.

**Professor**

Promotion to Professor is largely based on accomplishments since promotion to Associate, and the record should demonstrate additional career achievements since that time. The criteria for promotion to the rank of Professor are:

1. National or international distinction as an independent biomedical scientist as evidenced by a strong publication record in peer reviewed journals and/or publication of scholarly books, and at least 5 letters provided by acknowledged leaders in the candidate’s field. These letters must be supplied by experts at the rank of Professor, from outside this university, who are not closely associated with the candidate. The list of potential reviewers will be compiled by the Chair in consultation with senior faculty in the candidate’s area of expertise (Associate or Full Professors). These consultants may be faculty in the Department, or in other university departments if expertise within the department is not available. The list of referees will be provided in writing to the candidate, who will review this list for conflict of interest, or evidence that suggested reviewers do not have the necessary expertise in the candidate’s field, and are therefore not qualified. Active service in the scientific community will also be considered as evidence of national distinction in research. This may include election to office or as a fellow or officer in professional organizations, director/organizer of a program or meeting, and membership on editorial boards and grant review panels.
2. Research support from recognized federal and state agencies, corporations and/or foundations over a period of time. Ability to sustain a research program as a Principal Investigator is a significant consideration and should be demonstrated by consistent multi-year funding from Federal Agencies or National Foundations. Examples of such agencies are indicated on pages 2-3.

3. A record of consistently and effectively performing teaching assignments over several years, as documented by student evaluations. Peer evaluations, development of new courses, educational programs, or novel teaching methods, will also be considered.

4. A documented record of consistent and effective service to the university and the community. Though not required, up to 2 letters from colleagues at FAU or members of the community may be included to address specific contributions made to service.

5. A record of guiding masters and doctoral students to the successful defense of their theses and dissertations. Training of postdoctoral fellows is also considered meritorious. In terms of supervision of dissertation students, limitations in PhD student enrollment will be taken into consideration, as long as there are no College of Medicine PhD programs that permit direct recruitment and admission of students.

Promotion to Professor may be based on different patterns of significant accomplishment, and evaluation will accommodate the variations in faculty assignment and activity within the rank of Associate Professor. Although customarily the primary basis for promotion in the department is the record of accomplishments made in research, occasionally an individual who does not meet the criterion of distinction in research, but who has achieved distinction in teaching and service, may be considered for promotion to Professor. The annual assignment record will reflect the efforts directed to these areas.

**Associate Professor**

The criteria for promotion to the rank of Associate Professor are:

1. A demonstrated record of research or scholarly achievement, normally as evidenced by publication of refereed papers, scholarly books, and the ability to obtain research grants as a Principal Investigator while at FAU. Active service in professional organizations and the scientific community also will be given consideration in this category of evaluation.

2. A clear demonstration that the candidate has made the transition to an independent researcher as evidenced by a continuous record of independent publications. Also, as described in the “University Promotion and Tenure Portfolio Preparation” guide, at least 5 letters from referees outside FAU who are acceptable to the Chair (based on expertise in the candidate’s research area). These should not come from persons closely identified with the candidate (such as graduate advisors and post-doctoral mentors) so as to be objective. Letters from advisors, mentors and other colleagues can be included in addition to the 5 outside letters. The 5 required letters must be supplied by experts at the rank of Associate or Full Professor, from outside this university. The list of potential reviewers should be compiled by the Chair in consultation with senior faculty in the candidate’s area of expertise (Associate or Full Professors). These consultants may be faculty in the department, or in other university departments if expertise within the department is not available. The list of potential referees will be provided in writing to the candidate, who will review this list for conflict of interest, or evidence that the reviewers do not have sufficient expertise in the
candidate’s field, and are therefore not qualified. Up to 2 letters from research collaborators or colleagues at FAU may also be included.

3. A record of consistently and effectively performing teaching assignments over several years, as documented by student evaluations. Peer evaluations, development of new courses, educational programs, or novel teaching methods, will also be taken into consideration.

4. Supervision of the research of graduate students to the successful defense of their thesis or dissertation. In terms of supervision of dissertation students, limitations in PhD student enrollment will be taken into consideration, as long as there are no College of Medicine PhD programs that allow the department to directly recruit and admit students.

5. A commitment to and record of service within the university as demonstrated by committee work, and/or external service through participation with public schools, or community agencies and events. Though not required, up to 2 letters from colleagues at FAU or members of the community may be included to address specific contributions made to service.

**Assistant Professor**

For hiring candidates at the rank of Assistant Professor the criteria are:

1. Should have experience beyond the PhD degree, such as postdoctoral experience, with a good research record (publications etc.).

2. Evidence of the ability to be an effective teacher.

3. Interest in being a productive, collegial colleague and professional in the field of academic biomedical science.

**Tenure**

Criteria for tenure are the same as those for promotion to the rank of Associate Professor, keeping in mind that awarding of tenure implies a commitment by the university and the department that the individual and departmental colleagues expect to co-exist in a mutually collegial manner for the remainder of their professional careers.

As indicated in the University Guidelines, “Promotion is based on accomplishments to date but tenure recommendations are based on collegial judgments about the likelihood that the candidate will make continuing contributions to the institution and discipline.” The awarding of tenure is not a simple summing of annual evaluations. The awarding of tenure is based upon the judgment that the person will have a lifelong commitment to scholarship and teaching at the University level and to sharing in the tasks, activities and goals of the Department/School, College and University. Therefore the awarding of tenure should be viewed as the most important decision of the departmental faculty members. A faculty member hired as Assistant Professor or Professor without tenure must demonstrate the ability to maintain and extend his or her research, scholarly or creative activities while at FAU.
Criteria for Promotion of Non-Tenure Faculty (Research Faculty)

*Research Faculty* members are those who hold non-tenure earning, regular, full-time faculty appointments, and whose annual assignment is to engage in research activities. Research Faculty members are not required to apply for promotions. Research Faculty will be evaluated for promotion in terms of their specific achievements in the area of research, although voluntary contributions made to other areas, such as classroom instruction, will be considered meritorious. Participation in the research training of undergraduate and/or graduate students is expected.

Promotion requirements from one rank to the next will be comparable to those accomplishments in research outlined above for tenure-track appointments, including time-in-rank, with credit given for time-in-rank at other institutions, although candidates must have at least 3 years of continuous employment at FAU. Early promotion will be considered on a case-by-case basis if candidates have demonstrated significant research achievements, particularly in terms of securing independent grant funding. Promotion timelines and portfolios will follow those described for tenure-track faculty, as detailed in the annual memorandum disseminated by the Office of the Provost, and the “*University Promotion and Tenure Portfolio Preparation*” guide. The Chair will conduct annual performance evaluations of Research Faculty who are fully supported by research grants as independent Principal Investigators. For those research faculty who are supported on research grants to tenured or tenure-track faculty members, the supervising faculty member will provide annual evaluations and submit these to the Chair. These evaluations will be included in Research Faculty promotion portfolios. According to the Provost’s Memoranda of February 16 and October 3, 2012, "Appointment and Promotion of Assistant Research Professors", promotion portfolios will be reviewed by a Committee consisting of two tenured faculty members and two non-tenure track, research faculty members at any rank, and one College administrator appointed by the Dean. The faculty Committee members will be nominated and voted on by tenured and tenure-track faculty of the Department of Biomedical Science. In the event the required numbers of Research Faculty cannot be met within the Department, Research Faculty can be selected from other departments in the College, or from the College of Science if necessary, again with faculty voting approval as above. Committee recommendations will go to the Chair of the Department, and then to Dean, who will then make recommendations to the Provost. The Provost will make recommendations to the President, who shall make the final decision on granting promotion.

**Assistant Research Professor**

Candidates are required to hold a PhD degree, and have at least 3 years of post-doctoral research experience at the university level. Research activity will be demonstrated by publications in peer-reviewed journals or chapters/textbooks, and presentations at national or international meetings. Professional service, such as serving as a manuscript reviewer for journals, will also be considered. Candidates are expected to have participated in the research training of undergraduate and/or graduate students. Candidates are expected to provide at least 3 letters of reference from experts in their field of research that address the research accomplishments of the candidate during their postdoctoral work. These can include letters from post-doctoral advisors and research collaborators.

**Associate Research Professor**

Candidates must have met the requirements described above, and show additional evidence of excelling in assigned research activities since appointment to Assistant Research Professor. Evidence of achievement may include a consistent record of peer-reviewed publications, presentations at national or international meetings, and professional activities such as manuscript
review and participation in the organization of meetings/symposia. Participation in the
development and submission of grant proposals that result in extramural grant awards will be
given significant weight in the decision for promotion to Associate Research Professor, particularly
if the candidate is a Co-Investigator, Co-PI, or PI on such an award. A consistent record of
contributing to undergraduate and/or graduate research education through supervision of student
research and service on student thesis committees is also expected. Candidates are required to
provide at least 5 letters from experts in their discipline that address the research accomplishments
of the candidate. For faculty supported on research grants to tenured faculty, one of these letters
must come from their supervising faculty member.

**Research Professor**
Candidates must have met the criteria described above, and demonstrate additional evidence of
excelling in assigned research activities since appointment to Associate Research Professor.
Significant achievement in independent research is the primary consideration. The most significant
factor will be demonstrated success in obtaining extramural research grants as an independent
Principal Investigator. The candidate is additionally expected to have established a
national/international reputation, with a strong record of peer-reviewed publications or
publications of chapters/textbooks, and a record of presentations at other institutions and
national/international meetings. Professional service as a member of an editorial board or grant
review panel, as an officer in a professional organization, and in organizing meetings or symposia
will also be considered. A consistent record of training research students is expected, as is service
on student thesis and dissertation committees. Additional service or leadership contributions to
the University are also expected, particularly those that contribute to the University research
mission. Candidates are required to provide at least 5 letters from experts in their field that
address the research accomplishments of the candidate. These letters must come from referees at
the rank of Professor, from outside this university, who are not associated with the candidate.
Outside reviewers will be selected as described above for tenure-track faculty.

**Eligibility**
As indicated in the Provost’s "Guidelines for Appointment, Promotion and Tenure of Faculty":

"In tenure considerations, those eligible to vote are the tenured faculty members of the
appropriate department/school; in promotion cases, all tenured and tenure track faculty members
of the faculty are eligible to vote, unless otherwise specified by the bylaws of the
department/school or college.

**Voting eligibility in the Department of Biomedical Science:**

[Note: The College Bylaws further stipulate as to the faculty rank so appointed: “The Committee
shall consist of four representatives from each Department (for a total of 8 members), including at
least two tenured full Professors and at least one tenured Associate Professor from each
Department, with these six members designated as "Tenure Voters.""

1. Four tenured faculty members from the Department will be elected by the department faculty
to serve on the College Promotion and Tenure Committee, according to the College Bylaws. These
individuals can attend the Promotion and Tenure meeting of the Department, but they are not
eligible to vote on promotion or tenure at the departmental level. They are eligible to vote on
promotion and tenure on the College Promotion and Tenure Committee.
2. Except for the four faculty members serving on the College Promotion and Tenure Committee, all full-time tenured and tenure-track faculty are eligible to vote for promotion to any rank for candidates that are tenured or tenure-track.

3. In considerations for tenure, only tenured faculty members are eligible to vote.

4. Non-tenure earning faculty members (Research Faculty) are not eligible to vote on promotions of tenured or tenure-track faculty. They are eligible to vote on promotion of non-tenure track, Research Faculty (on the review Committee charged with this, as described above). However they are not eligible to serve on the review Committee if they have applied for promotion that year.

5. Tenured faculty members are eligible to vote for promotion of non-tenure track Research Faculty (on the Committee charged with this, as described above).

Voting on promotion or tenure in the Department requires that each faculty member eligible to vote consult the candidate’s file/portfolio to establish an informed recommendation. Voting is done by anonymous balloting, and votes can be "yes", "no", or "abstain". Eligible faculty not able to attend the departmental meeting to discuss and vote on promotion of candidates may provide their proxy to another eligible faculty member attending the meeting, provided they inform the Chair of the department in advance, and review the portfolio materials. Voting requires that a quorum of faculty be in attendance to participate in discussion at the departmental meeting (more than 50% of the voting-eligible faculty in the Department). Following Departmental review, and prior to review at the College level, candidates for promotion and/or tenure may add to their portfolio a written response to any materials added to the candidate’s portfolio, within 5 days of the material’s receipt.
INTEGRATED MEDICAL SCIENCE DEPARTMENT
Revised and Approved by majority vote of Departmental faculty, November 1, 2013

Promotion and Tenure Criteria

Decisions on promotion and tenure are a key to the future quality and operation of the Integrated Medical Science (IMS) Department and must be considered in a serious and professional manner. The primary mission of this department coincides with those of the university: teaching, research, scholarly activity, service, and patient care. Therefore, the “University Guidelines for Promotion and Tenure of Faculty” should be followed regarding the content and format of the portfolio. These guidelines also provide a general guide to the criteria for promotion and tenure. Time-in-rank toward promotion to the next rank is typically 6 years. It is important that the records of candidates are evaluated fairly and objectively in the context of their academic assignments. Achievements in teaching, research, scholarly activity, service, and patient care activities will be emphasized proportionally based on the individual candidate’s percent of effort in these areas over time, during their progress toward promotion and/or tenure. The department will follow the most recent time-line provided in the annual memorandum disseminated by the Office of the Provost in scheduling the various steps in the promotion and tenure process of the department.

Promotion may be based on different patterns of significant accomplishment, and evaluation will accommodate the variations in faculty assignment and activity. The annual Assignment of Responsibilities will reflect the relative efforts directed to teaching, research, scholarly activity, service and patient care.

Annual Appraisal of Progress toward Promotion and Tenure

The Department Chair is responsible for completing an Annual Evaluation of Faculty and for assessing the progress of faculty toward promotion and/or tenure. This annual evaluation will examine the assigned duties for tenure and promotion including teaching, research, scholarly activity, service and patient care for all faculty members. This evaluation will be based on the faculty member’s specific assignments in these areas as documented in the Assignment of Responsibilities. Assignments or changes in assignments made by administrators other than the Chair will also be documented in writing for the faculty portfolio. The Chair will provide a copy of the Annual Evaluation to each faculty member. For tenure-track faculty, in addition to the Annual Evaluation, a comprehensive review of the progress towards tenure and promotion of each tenure-track faculty member in the department will be conducted three years after the time of hiring. Both the Annual Evaluations and 3rd year review will be considered in promotion and tenure decisions. However, such decisions also require consideration of the applicable criteria as outlined for each rank and for the tenure and non-tenure tracks.

Criteria for Appointment, Promotion, Tenure, or Retention

For promotion and/or tenure, faculty must have a substantial majority of satisfactory (“Meets Expectations” or “Exceeds Expectations”) annual evaluations in teaching, research, scholarly activity, service, and patient care during the considered time period, as well as multiple
outstanding ("Exceeds") evaluations in the area to which they allocate the greatest amount of effort. Evidence of scholarship is required for all promotions commensurate with the faculty member’s assignment. There are multiple routes to promotion, and recommendations for promotion may be based on evidence that the candidate has achieved excellence in one category of evaluation while continuing to perform well and effectively in all other assigned areas. Promotion will be based on demonstrated merit, and not years of departmental employment. Awarding of tenure implies a commitment by the university and the department that the individual and departmental colleagues expect to co-exist in a mutually collegial manner for the remainder of their professional careers.

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

**TENURE TRACK**

**Assistant Professor (Tenure Track)**

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

A. A doctoral degree (Ph.D., M.D., D.O., or equivalent) with successful completion of a postgraduate training program, ABMS or AOA board certification or board eligibility in a clinical discipline or the equivalent for non-M.D. specialists; and a major commitment to teaching, research and/or clinical service.

B. Evidence of the ability to be an effective teacher and carry out research and/or scholarly activity.

C. Demonstrated interest in being a productive and collegial professional in the field of medicine, medical education and/or science.

**Associate Professor (Tenure Track)**

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

Examples of outstanding performance to achieve promotion to the level of Associate Professor include but are not limited to the items listed below. Additional examples of outstanding performance in the various areas are provided in [Appendix 1.1](#).
A. **Teaching:** Candidates must show that they are effective in teaching and committed to the department's goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field at the local and regional level. Evidence of achievement in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lectures, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.

B. **Research:** Candidates must show that they are effective in and committed to high quality research activity as evidenced by regional or national reputation. Research activity can take many forms including basic science research, translational research, clinical research, educational research and quality improvement research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc.). Evidence of scholarship in this category also includes publications or original substantive work in peer-reviewed journals and invited lectures.

C. **Scholarly Activity:** Candidates must show they are effective in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal.

D. **Service:** Candidates must show that they are effective in and committed to the department's mission of service within the College of Medicine and University as well as to the community and profession. Examples of outstanding service include but are not limited to: active participation in the governance of professional organizations, engaging in the review of research grants for federal agencies or private foundations, serving or leading departmental, college, or university-wide committees and initiatives, commendable participation in community service or other volunteer activities.

E. **Patient Care:** Candidates must show that they are effective in their clinical skills and the provision of patient-centered care. Examples of outstanding performance include but are not limited to providing clinical innovations, developing clinical research and/or programs that are locally and/or nationally distinctive and/or participating in programs that measurably improve patient outcomes.

**Professor (Tenure Track)**

Promotion to Professor is largely based on accomplishments since promotion to Associate Professor, and the portfolio should demonstrate scholarly achievements since that time. In order to achieve promotion to the rank of Professor a faculty member must perform in an outstanding manner in their area of greatest effort (teaching, research scholarly activities,
service, and/or patient care) and perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of such performance in assigned areas should be reflected in a substantial majority of annual reviews over the duration of the review period.

Examples of outstanding performance to achieve promotion to the level of Professor include, but are not limited to, the items listed below. Additional examples of outstanding performance in the various areas are provided in Appendix 1.1.

A. Teaching: Candidates must show that they are effective in teaching and committed to the department's goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field in the national or international arena. Evidence of achievement in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lecture, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.

B. Research: Candidates must show that they are effective in and committed to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research and quality improvement research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc.). Evidence of scholarship in this category also includes publications in peer-reviewed journals and media and invited lectures. For faculty whose area of greatest effort is in research, promotion to Professor requires a history of sustained extramural funding as evidenced by grant support during the majority of years in the review period.

C. Scholarly Activity: Candidates must show they are effective in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at national or international meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal.

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

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

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

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

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

NON-TENURE TRACK (CLINICIAN AND/OR EDUCATOR)

Assistant Professor (Non-Tenure Track)
The criteria for promotion to the rank of Assistant Professor include:

A. A doctoral degree (Ph.D., M.D., D.O., or equivalent) with successful completion of a postgraduate training program, ABMS or AOA board certification or board eligibility in a clinical discipline or the equivalent for non-M.D. specialists; and a major commitment to teaching, research and/or clinical service.

B. Evidence of the ability to be an effective teacher and carry out research and/or scholarly activity.

C. Demonstrated interest in being a productive and collegial professional in the field of medicine, medical education and/or science.

Associate Professor (Non-Tenure Track)
In order to achieve promotion to the rank of Associate Professor a faculty member must perform in an outstanding manner in their area of greatest effort (teaching, research, scholarly activities, service, and/or patient care) and perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of such performance in assigned areas should be reflected in the substantial majority of annual reviews over the duration of the review period.
Examples of outstanding performance to achieve promotion to the level of Associate Professor include but are not limited to the items listed below. Additional examples of outstanding performance in the various areas are provided in Appendix 1.1.

A. Teaching: Candidates must show that they are effective in teaching and committed to the department’s goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field through at the local or regional level. Evidence of scholarship in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lecture, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.

B. Research: Candidates must show that they are effective in and committed to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research and quality improvement research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc). Evidence of scholarship in this category also includes publications or original substantive work in peer-reviewed journals and media and invited lectures.

C. Scholarly Activity: Candidates must show they are effective in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include: authorship of scholarly publications, including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal.

D. Service: Candidates must show that they are effective in and committed to the department’s mission of service within the College of Medicine and University as well as to the community and profession. Examples of outstanding service include but are not limited to: active participation in the governance of professional organizations, engaging in the review of research grants, serving or leading departmental, college, or university-wide committees and initiatives, commendable participation in community service or other volunteer activities.

E. Patient Care: Candidates must show that they are effective in their clinical skills and the provision of patient-centered care. Examples of outstanding performance include but are not limited to providing clinical innovations, developing clinical research and/or programs that are locally and/or nationally distinctive and/or participating in programs that measurably improve patient outcomes.

Professor (Non-Tenure Track)
Promotion to Professor is largely based on accomplishments since promotion to Associate Professor, and the portfolio should demonstrate scholarly achievements since that time.
In order to achieve promotion to the rank of Professor a faculty member must perform in an outstanding manner in their area of greatest effort (teaching, research scholarly activities, service, and/or patient care) and perform satisfactorily in all other areas of effort as outlined in their annual Assignment of Responsibilities. Evidence of such performance in assigned areas should be reflected in the substantial majority of annual reviews over the duration of the review period.

Examples of outstanding performance to achieve promotion to the level of Professor include, but are not limited to, the items listed below.

Additional examples of outstanding performance in the various areas are provided in Appendix 1.1

**A. Teaching:** Candidates must show that they are effective in teaching and committed to the department’s goal of quality instruction. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment. Faculty members are expected to participate in leadership activities that transform programs and advance the field in the national or international arena. Evidence of achievement in this category includes responsibility for design, organization, coordination, and evaluation of a high quality course or series of lecture, developing innovative evaluation strategies and dissemination of educational innovations, including curriculum development and new teaching materials.

**B. Research:** Candidates must show that they are effective in and committed to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research and quality improvement research. Independent and original investigation recognized by peers may include external funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, AHA, ACS etc). Evidence of scholarship in this category also includes publications or original substantive work in peer-reviewed journals and media and invited lectures.

**C. Scholarly Activity:** Candidates must show they are effective in and committed to performing high quality scholarly activity. Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base. Some examples of achievement in this area include authorship of scholarly publications including peer-reviewed publications and media, scientific or teaching honors and awards, presentations at meetings or other institutions, and serving as a manuscript reviewer or on the editorial board of a scientific journal.

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

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

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

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

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

Movement Between Tracks
Tenure-track, Assistant Professor or Associate Professor faculty may switch out of the tenure track only at the third-year retention review. Approval for switching from the tenure track requires a statement of proposal from the candidate and department Chair, and approved by the Chair of the Integrated Medical Science Department and the Dean of the College of Medicine.

Movement between the tenure and non-tenure tracks should be treated as a new appointment. The Department must meet requirements outlined in the College and University guidelines for recruitment, selection, and appointment of faculty when making these considerations. Consideration of tenure for faculty who were not on tenure track at the time of their promotion should be reserved for faculty at the rank of Professor who have clearly demonstrated through their performance as scholars and teachers that their work has been widely perceived among their peers as outstanding. Persons holding the rank of Professor with tenure are expected to be of similar professional stature to the foremost persons of similar rank in similar fields and to show clear evidence of continuing excellence in scholarly activity in their years at the university. Good teaching and university service should be expected but cannot in and of themselves be sufficient grounds for tenure. There is an expectation that the candidate will demonstrate continuous intellectual development and leadership as evidenced by excellence in scholarly activity as defined by the promotion criteria.

Voting Eligibility in the Integrated Medical Science Department
As indicated in the Provost’s "Guidelines for Appointment, Promotion and Tenure of Faculty": "In tenure considerations, those eligible to vote are the tenured faculty members of the appropriate department/school; in promotion cases, all tenured and tenure track faculty
members of the faculty are eligible to vote, unless otherwise specified by the bylaws of the department/school or college.

1. Four faculty members from the Department will be elected by the department faculty to serve on the College Promotion and Tenure Committee, according to the College Bylaws.

   [Note: The College Bylaws further stipulate as to the faculty rank so appointed: “The [COM] Committee shall consist of four representatives from each Department (for a total of 8 members), including at least two tenured full Professors and at least one tenured Associate Professor from each Department, with these six members designated as “Tenure Voters.”]

These individuals can attend the Promotion and Tenure meeting of the Department, but they are not eligible to vote on promotion or tenure at the departmental level. They are eligible to vote on promotion and tenure on the College Promotion and Tenure Committee.

2. Except for the four faculty members serving on the College Promotion and Tenure Committee, all full-time tenured and tenure-track faculty are eligible to vote for promotion to any rank for candidates who are tenured or tenure-track.

3. In considerations for tenure, only tenured faculty members are eligible to vote.

4. Non-tenure earning faculty members are not eligible to vote on promotions of tenured or tenure-track faculty. They are eligible to vote on promotion of non-tenure track faculty. However they are not eligible to serve on Department Committee if they have applied for promotion that year.

5. Tenured faculty members are eligible to vote for promotion of non-tenure track faculty (on the Committee charged with this, as described above).

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

Department Approval Date: 11/01/2013
College Approval Date: 02/20/2014 [Approved by COM P&T Committee]
Criteria shall become effective only after adoption by the Provost and his/her designees. 
Provost Approval Date: XX/XX/201X
When new criteria are adopted and approved, faculty submitting applications for tenure or promotion within the subsequent three years may choose to be evaluated based on the old or the new criteria. Thereafter, only the new criteria will apply.
APPENDIX 1.1

INTEGRATED MEDICAL SCIENCE DEPARTMENT

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

Teaching

- Inclusion of your teaching materials in a peer-reviewed venue
- Publishing peer-reviewed materials
- References of citations of your materials or approach
- Data showing adoption of teaching materials by other faculty
- Description of how others have used your teaching materials or curriculum
- Invitations to present at regional, national or international meetings, including evaluations of the presentation
- List of institutions where the curriculum or innovation has been adopted
- Invitations to consult with other schools
- Securing program development funding
- Conducting skill enhancement sessions at professional meetings
- Teaching effectiveness evidenced by mastery of both content and method, documented by student and faculty evaluations
- Innovation in teaching methods and production of texts or educational software

- Responsibility for design, organization, coordination and evaluation of a high quality course or series of lectures
- Responsibility for successful curriculum innovation and design
- Thesis or dissertation advisement
- Achievement of graduate students
- Teaching awards

Research

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

- Membership on national/state research peer-review panels
- Manuscript reviewer or service on the editorial board for scientific journals
- Officer of national/international scientific societies
- Scientific honors and awards
- Election to membership or fellowship in prestigious scholarly societies, advisory groups or study sections
- Invitations to direct or teach in programs of professional societies and CME courses
- Serving as examiner for recognized specialty board, or the equivalent

Service

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

Patient Care

- Publication of clinical observations, reviews, investigations, computer programs or contributions dealing with new clinical insights, improved methods of diagnosis and treatment and more effective delivery systems
- Recognition as an outstanding clinician as evidenced by a state-wide pattern of clinical referrals and/or reputation for clinical excellence,
- Recognition of superior clinical accomplishments as evidenced by being sought out for consultation by colleagues,
- Holding leadership role in an affiliated hospital or health care organization, or recognized achievement on behalf of such an organization,
- Membership or fellowship in elected professional organization that denotes a high level of clinical competency
- Board certification/recertification in specialty, and sub-specialty where applicable, or equivalent.
- Achievement of performance objectives such as work Relative Value Units in comparison to national benchmarks for the discipline.