

Department of Clinical Sciences

UGA School of Medicine

Promotion and Tenure Guidelines for Tenure-Track Faculty

Preamble

In all matters related to promotion and tenure, the Department of Clinical Sciences will adhere to the *University of Georgia Guidelines for Appointment, Promotion and Tenure of Academic Rank Faculty* (hereafter referred to as the *UGA P&T Guidelines*). The standards, criteria, and processes described in this document are intended to supplement and/or extend the *UGA P&T Guidelines*, providing discipline-specific information for tenure-track faculty appointed in the Department of Clinical Sciences. If any inconsistency or discrepancy is found in this document or if this document does not address a certain issue, the *UGA P&T Guidelines* will supersede this document. This document must be approved by the department faculty, and reviewed and approved by, the Dean of the School of Medicine, and the Senior Vice President for Academic Affairs and Provost. Any changes or updates to this document must be also approved by the department faculty, the Dean of the School of Medicine, and the Senior Vice President for Academic Affairs and Provost. All revisions and approval dates must be listed in the document.

All tenure-track faculty in the Department of Clinical Sciences are expected to be familiar with this document and *UGA P&T Guidelines*. New faculty members must be provided with these documents no later than two weeks following their start date.

All departmental faculty are expected to strive for excellence in teaching, to actively engage in research or other forms of scholarship (if assigned effort in this area), and to contribute to the betterment of the department, school, university, society, and their profession through dedicated service. All faculty are also expected to regularly engage in activities that promote learner success and activities that promote professional growth and development.

In all forms of review related to promotion and tenure (including third-year review and post-tenure review), consideration will be given to the faculty member's assigned percent effort in teaching, research, and scholarship as well as service--excluding from review any category in which there is no assigned effort. The percentage of assigned effort in each area will also be considered for annual performance evaluations of all faculty.

Rank and Tenure Status of New Faculty Members:

New faculty can be hired into the ranks of Assistant Professor, Associate Professor, or Professor. For new faculty, every effort will be made to recognize services in prior institutions—with the proviso that criteria are equivalent to those of the UGA School of Medicine. Only Associate Professors and Professors are eligible to hold tenure. Normally only faculty who are employed full-time (as defined by University System of Georgia Board of Regents' (BOR) policies) by an institution are eligible for tenure. Faculty at the rank of Associate Professor and Professor may be tenured at the time of their appointment to the University when the faculty member was already tenured at a prior institution and brings a demonstrably national reputation to the institution, consistent with BOR policy. This recommendation may be made by the PTU and approved by the dean, the Senior Vice President for Academic Affairs and Provost and the President. Requests for appointment with tenure, rank, and/ or credit must be approved at the time of hire, subject to controlling USG and UGA policy and the discretion of the Dean of the School of Medicine and the Senior Vice President for Academic Affairs and Provost at UGA.

General Criteria for Promotion of Tenure-Track Faculty

The following standards are based on those provided in *USG Board of Regents Policy 8.3.6.1*.

Teaching

The standard

For promotion, candidates should demonstrate excellence and effectiveness in teaching, taking into consideration the candidate's distribution of effort and assigned duties in this area.

Forms of documentation may include, but are not limited to:

- Student evaluations of teaching effectiveness
- Peer evaluations of teaching effectiveness
- Documented involvement in curriculum design
- Documented leadership in curriculum oversight or other forms of teaching-related administration
- Learner advising and mentoring activities.
- Research mentorship of students or fellows
- Teaching awards and honors
- Documented participation in educational scholarship leading to the dissemination of enduring peer-reviewed scholarly products.

Note: Dissemination of educational scholarship ensures that the work is publicly available to the intended audience at the local level (school or university), the regional level and/or the national/international level. Course syllabi, instructional materials and evaluation tools may be considered such products of educational scholarship if peer-review can be documented. Non-peer-reviewed products will also be considered but are not as significant as those that are peer-reviewed. For all products of scholarship, the principal standard should always be quality rather than quantity.

Research and Scholarship

The standard

For promotion, the candidate is expected to demonstrate noteworthy achievement in research or scholarship appropriate to their discipline or area of expertise. For new faculty given credit towards promotion or tenure eligibility at the time of hire, this shall include work completed at the prior institution within the relevant period. The candidate's assigned effort in research and scholarship will be taken into consideration when assessing achievements in this area.

Forms of documentation may include, but are not limited to:

- Number and quality of peer-reviewed publications (e.g., journal articles, books, book chapters), or other peer-reviewed products in publicly available resources. Non-peer-reviewed products will also be considered but are not as significant as those that are peer-reviewed.
- Other innovative scholarly products (such as issued patents or clinical guidelines)
- Competitive extramural funding for research or training programs, including the candidate's role in funded projects (such as PI, Co-I, or another key role)
- Presentations at regional, national, or international conferences
- Scholarly sessions chaired or organized for regional, national, or international conferences.
- Invited scholarly talks at other institutions.
- Regional, national, or international awards or honors for research or scholarship

Service

The standard

For promotion, the candidate is expected to demonstrate noteworthy achievement in service to their department, school, university, profession, and community, taking into consideration the candidate's distribution of effort in this area.

Forms of documentation may include, but are not limited to:

- Membership on department, school, clinical quality improvement, or university committees
- Service on student thesis or dissertation committees.
- Community service related to discipline or area of expertise.
- Membership on committees of professional organizations or government agencies/advisory panels
- Positions of leadership in professional organizations

- Membership on editorial boards of journals in candidate's discipline or area of expertise
- Expert *ad hoc* review of scholarly manuscripts or other scholarly products
- Membership on funding agency study sections or grant review panels, or *ad hoc* review of funding proposals for regional, national, or international bodies or agencies.

Note: For a more complete list of forms of documentation for teaching, research/scholarship and service, as well as definitions and the guiding principles that underlie specific criteria, refer to the *UGA P&T Guidelines*

In addition to the traditional academic domains of teaching, research, scholarship, and service, promotion also requires significant participation in activities that support learner success and in those that support personal professional development. Many of these activities will fall within the traditional domains, as indicated below.

Promotion also requires noteworthy involvement in activities that support learner success and regular participation in activities that support personal professional development. These activities do not represent additional areas of effort, but are embedded in assigned effort for teaching, research/scholarship and service, as applicable. Some examples are listed below.

Learner Success

Activities promoting learner success relate to undergraduate, graduate, medical and other professional students, as well as residents and postdoctoral fellows. Such activities may include:

Teaching: Learner mentoring or advising; organizing learner study groups; use of data and other forms of feedback to continuously improve learner engagement; supervising independent study; course and curriculum development; developing, supervising, or managing internships or practicum opportunities.

Scholarship: Directing or providing resources for student/trainee research; co-authoring or co-presenting with learners; sponsoring learners to attend professional conferences; presenting and publishing papers or securing grants related to learner success.

Service: Sponsoring study abroad programs; mentoring colleagues in learner success; sponsoring professional development activities for learners; nominating learners for awards; career advising or serving as faculty advisor for student organizations; serving on committees, teams, and task forces related to learner success; preparing letters of recommendation and assisting with applications; involvement in learner health and wellness

For a more complete list of forms of documentation and specific definitions, refer to the *UGA Policy 03.03.005, Student Success Activities* and related guidance.

Professional Development

Activities supporting professional development may include those that demonstrate being intellectually active and maintaining a presence in the candidate's field or discipline through participation in conferences and involvement in professional organizations. Other examples of professional development activities include participating in faculty development programs, becoming certified in new areas, and undertaking further education or work for additional degrees.

Specific Criteria: Promotion from Assistant Professor to Associate Professor

For promotion from assistant professor to associate professor, the candidate must meet the general criteria defined in the *UGA P&T Guidelines*. Specifically, the candidate must serve at least five years at the rank of assistant professor (under usual circumstances) and show clear and convincing evidence of developing stature as a regional or national authority in their field or discipline. For those faculty with previous service at other institutions, credit for time served may be granted if requested, but only at the time of initial UGA appointment. Otherwise, the tenure and promotion clock begins upon hire into UGA.

A tenure-track assistant professor being considered for promotion in the Department of Clinical Sciences should

demonstrate progression towards excellence in teaching, including significant involvement in activities that promote learner success. Those candidates with 40% or more of their effort devoted to research should also have established a productive research program, as indicated by regular peer-reviewed publications or other scholarly products, as well as extramural research funding as a PI or Co-I, or be in the process of renewing such funding, at the time promotion is being considered. In general, candidates with an assigned research effort of less than 40% should be actively seeking such funding or participating in funded collaborative partnerships at a minimum. Research funding and publications are expected to be proportional to the allocated efforts. The candidate should also be engaged in various forms of service at the department, college, university, and professional level, and participate regularly in activities that support further professional development.

Specific Criteria: Promotion from Associate Professor to Professor

For promotion from associate professor to professor, the candidate must meet the general criteria defined in the *UGA P&T Guidelines*. Specifically, the candidate must serve at least five years at the rank of associate professor (under usual circumstances), show clear and convincing evidence of elevated levels of attainment in the criteria appropriate to their work assignments, and demonstrate national or international recognition in their field or discipline.

A tenured or tenure-track associate professor being considered for promotion in the Department of Clinical Sciences should demonstrate consistent excellence in teaching, including sustained involvement in activities that promote learner success. The candidate should also have an established and productive research program, characterized by a sustained record of published peer-reviewed products of their work. Candidates with assigned research effort of 40% or more should also have a record of renewing or maintaining extramural funding as a PI or Co-I. Candidates with assigned research effort of less than 40% should have active extramural funding as a PI or Co-I, or be in the process of renewing such funding, at the time promotion is being considered. Research funding and publications are expected to be proportional to the allocated efforts. The candidate should also demonstrate continued service at the department, college, and university level, and be actively engaged in important professional service at the national or international level. The candidate should also show continued engagement in activities that support further professional development.

Additional notes on funding requirements for promotion

1. Over the course of his/her career, a faculty member may, out of necessity or interest, transition into an area of study in which it is agreed that opportunities for extramural funding, and the amount of such funding, are limited. In such cases, the principle to be applied for promotion review is that there should be some form of support (competitive or not) that permits regular publication and dissemination of the products of that scholarship.
2. In rare instances, tenured faculty may still be heavily involved in scholarly activities which does not require external funding. Requirements for this faculty member will be confirmed within the department (promotion and tenure unit).

Tenure

The decision for award of tenure should be based on criteria additional to those described for promotion without the award of tenure. These additional criteria include:

1. the unique value that the faculty member's work has brought to UGA SOM and UGA, or to their prior institution in the case of new faculty being considered for award of tenure at the time of hire.
2. evidence that the faculty member's scholarship has had a positive national or international impact; and has a national or international reputation.
3. extramural research support (nature of support based on EFT, and subject to the considerations outlined in the above notes) that shows likely sustainability and further growth.
4. the ability to meet continuing and long-range needs of the UGA SOM and UGA
5. the likeliness that the candidate will continue to be an active and productive scholar over the extended period that tenure presupposes.

Procedures Relevant to Promotion and Tenure

All procedures described below are in accordance with *the UGA P&T Guidelines*.

Annual Evaluation

All faculty will undergo a written annual evaluation of their performance, as detailed in the UGA's *Faculty Evaluation Policy (Policy 03.03.001)*. In preparation for this evaluation, each faculty member will submit an updated *UGA Elements Activity Summary*, an updated CV, and a document highlighting their achievements over the previous 12 months and goals for the coming year (two-page limit). The department chair will meet with the faculty member to review current achievements in relation to goals set the previous year, and work with the faculty member to finalize goals for the coming year. The faculty member's assigned distribution of effort for each year must accurately reflect the faculty member's goals, activities, and assignments. The department chair will provide a written assessment of the faculty member's progress toward promotion and/or tenure as part of the overall evaluation.

Each annual evaluation must address the performance domains outlined in *UGA Policy 03.03.001*, using the scale described in that policy:

- 1 – Does Not Meet Expectations.
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 - Exceeds Expectations
- 5 – Exemplary

Note: Although “noteworthy achievement” for the purpose of annual evaluation is defined as a “4” or “5” on the above scale (*Policy 03.03.001*), promotion does not require that a candidate receive a “noteworthy” rating each year in any specific domain. Annual evaluation ratings are only one factor taken into consideration during promotion review, and those involved in promotion review should holistically evaluate a candidate's performance in each domain over the entire promotion period, taking all factors into account.

Third-Year Review

The third-year review, a formative process, occurs at the end of the third year of appointment for untenured faculty in the tenure track. If a faculty member comes to the UGA SOM with two or three years of prior credit towards promotion and tenure, and requests to be considered for promotion and/or tenure in the third year of appointment, preliminary consideration for promotion and tenure (see below) will replace the third-year review.

The Department will adhere to the procedures and relevant policies guiding the third-year review as described in the *UGA P&T Guidelines*. If the performance in any of the faculty member's assigned areas of effort is judged to reflect insufficient progress toward promotion and tenure, specific recommendations for corrective action are given. The department chair then meets with the faculty member to review the report and make recommendations as appropriate including the development of a Performance Remediation Plan by the department chair, the third-year review committee, and the faculty member (see *UGA P&T Guidelines* for details). Thus, a faculty member receives an evaluation and specific feedback on readiness for promotion and tenure from the chair on an annual basis and from an ad hoc senior faculty committee during her third year of service. Further details are provided in the *UGA P&T Guidelines*.

Preliminary Consideration for Promotion and with Tenure

Any faculty member planning to request consideration for promotion with tenure will first be advised through a preliminary process involving a review and vote of confidence by faculty at or above the desired rank. This process will adhere to the UGA promotion and tenure calendar; its details are provided in *UGA P&T Guidelines* and in communication from the Office of Faculty Affairs. In the early Spring of the appropriate year, candidates who wish to be considered for promotion and/or tenure will communicate their request in writing to the department chair. This will include a current vita and a two-page summary of accomplishments. All faculty eligible to vote on this request will also have access to the vita and accomplishments statement and will vote on whether the candidate should be formally reviewed for promotion to the next rank and tenure. Following the preliminary consideration vote, the candidate may decide whether to proceed with the full review or not, subject to the provisions outlined in the *UGA P&T Guidelines*.

Formal Review for Promotion and/or Tenure

For all matters relating to the formal review, the Department of Clinical Sciences will follow the requirements and procedures provided in the current *UGA P&T Guidelines*.

Post-Tenure Review

As per Board of Regents policy, all tenured faculty members in the Department of Clinical Sciences must be reviewed every five years starting from the granting of tenure. Exceptions to this five-year time are outlined in the *UGA Policy for Post-Tenure Review (Policy 03.03.003)*. The criteria used for this review will be those for promotion review, as described in the *UGA P&T Guidelines*. Criteria used for this review will be those used in originally reviewing the candidate for tenure, considering any changes in the candidate's effort distribution, or assigned duties since the last review. Tenured faculty who have evolved into administrative roles fall under the policy 03.03.004 which is specific to this situation:

<https://policy.uga.edu/policies/#/programs/BJoFiDvLa>.

Documentation for the review will be assembled by the faculty member, and should include:

- Current curriculum vitae
- Copies of annual performance reviews for years being considered by post-tenure review.
- A summary for the period under review, prepared by the faculty member, of accomplishments in teaching, research, and service (with student success activities within those domains, as appropriate). This document should also include projected goals in teaching, research, and service for the next five years (two-page limit)
- Exceptional circumstances in the instance of those tenured faculty who remain at the institution but have evolved roles into primarily Administration for example. The distribution of effort breakdown will be considered in reviewing the Post-Tenure performance review.

A committee of tenured faculty members will be formed to conduct the review. This committee must contain at least three (3) members, with its makeup subject to the conditions outlined in the *UGA Policy for Post-Tenure Review*. Eligible faculty will be elected by their peers to this review committee for a term of three years. Based on the review of documentation provided by the faculty member, the committee will provide a concise written summary of the review and a conclusion as to whether his/her performance is deemed satisfactory. The faculty members will then have the opportunity to prepare a written response to the committee's summary. A copy of the post-tenure review committee summary and the written response will then be given to the department chair, and these are placed in the personnel file of the faculty member. (If the Clinical Sciences department has fewer than three tenured faculty members, committee members may include DIBS faculty members.)

A faculty member may also formally appeal a post-tenure review committee action, as described in the *UGA Policy for Post-Tenure Review*.

If a faculty member's performance is deemed not satisfactory in the review once all requests for reconsideration and appeals have been exhausted, the department chair, the faculty member, and the chair of the post-tenure review committee must establish a formal development plan. The plan shall a) define specific goals or outcomes to be achieved, b) identify strategies to achieve the goals or outcomes, c) set appropriate times within which the goals/outcomes should be accomplished, and d) indicate how progress will be monitored.

The department chair will forward the formal faculty development plan to the Dean. The department chair will meet with each faculty member whose performance was deemed unsatisfactory at the time of the annual evaluation to review progress toward achieving the goals of the development plan. A progress report, which will be included in the annual review, will be forwarded each year to the Dean.

If the result of the post-tenure review is unsatisfactory, then a Performance Improvement Plan (PIP) shall be created by the department chair and dean, in consultation with the faculty member and the Post-tenure Review Committee. Details of this process, including the components of the PIP and procedures for assessing progress in following this plan, are described in the *UGA Policy for Post-Tenure Review*.

The department chair will forward the PIP to the dean for approval and to the Office of Faculty Affairs for filing. If the

faculty member successfully completes the PIP, then the faculty member's next post-tenure review will take place on the regular five-year schedule. If the faculty member fails to remediate the identified weaknesses, fails to demonstrate sufficient progress on the PIP, or refuses to engage reasonably in the process, within one year, as determined by the department chair and dean, after considering written input from the post-tenure review committee, then the institution shall take appropriate and proportional remedial action. The faculty member may appeal the PIP assessment and recommended remedial action(s), as described in the *UGA Policy for Post-Tenure Review*.

GLOSSARY:

The definitions for terms used in this document reflected those in the Glossary section of the *University of Georgia Guidelines for Appointment and Promotion of Clinical Faculty*. The following definitions represent a supplement to that document:

Faculty Definition: While most faculty in Clinical Sciences will be Medical Doctor (MD), the Department recognizes that faculty may include hired or even adjunct faculty with different but acceptable terminal degrees. This may include but is not limited to: MD/PHD, PHD, DO, MBBS, MSW, PA-C, NP, BSRN, MSRN.


Untenured and Non-tenured Faculty: Untenured faculty members are on a tenure track but have yet to achieve it. Non-tenured faculty are not on a tenure track.


Clinically Active: Faculty who are credentialed to provide patient care in any setting. These faculty members go beyond teaching and provide evaluation and management in clinical settings and may have billing and CQI (continuous quality improvement) requirements. Clinically active faculty members can be defined by Direct Patient Care duties and Clinical Supervision with Teaching duties.

Direct Clinical Care: Faculty may have a fractional FTE effort for providing direct patient care. This effort does not require the presence of learners.

Clinical Supervision with Teaching: Faculty may have a fractional FTE effort for *supervising* learners (such as medical students, residents, and other trainees) in clinical settings. This effort is defined by always having learners present for the effort. The distinction between direct clinical care and clinical supervision allows the DCS to manage mission different mission lines and finance structures.

Approved by department academic rank faculty: 9/16/2024
date

Approved:  9/20/2024
UGA SOM Dean Date

Approved:  10/24/2024
UGA Senior Vice President for Date
Academic Affairs and Provost