

Department of Interdisciplinary Biomedical Sciences
UGA School of Medicine
Promotion and Tenure Guidelines for Tenure-Track Faculty

Preamble

In all matters related to promotion and tenure of tenure-track faculty, the Department of Interdisciplinary Biomedical 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 Interdisciplinary Biomedical 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 policies cited in this document can be found in the UGA Policy Library (<https://policy.uga.edu/>).

All tenure-track faculty in the Department of Interdisciplinary Biomedical Sciences are expected to be familiar with this document and the *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 student success and activities that promote professional growth and development.

In all forms of review related to promotion and/or tenure (including third-year review and post-tenure review), consideration will be given to the faculty member's assigned percent effort in teaching, research/scholarship, and 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.

Note: Procedures and criteria governing the appointment and promotion of Research Scientist faculty are not addressed in this document. This information is provided in *UGA Guidelines for Appointment and Promotion of Research Scientists*, which are administered and managed through the UGA Office of Research and the UGA Office of Faculty Affairs.

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 minimum standards are based on those provided in *USG Board of Regents Policy 8.3.6.1* and the *UGA P&T Guidelines*.

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
- Student advising/mentoring activities
- Research mentorship of students or fellows
- Awards or honors for teaching
- 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 as products of educational scholarship if peer review can be documented. Non-peer-reviewed products may also be considered, but are not as significant as those that are peer-reviewed. For all products of scholarship, the quality of the product, not simply the quantity, should be considered.

Research/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 time frame. The candidate's assigned effort in research/scholarship will be taken into consideration when assessing achievements in this area.

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

- Peer-reviewed publications (e.g., journal articles, books, book chapters), or other peer-reviewed products in publicly-available resources, including products of educational scholarship as described above. 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 quality of the product, not simply the quantity, should be considered.
- Other innovative scholarly products (e.g., issued patents)
- Competitive extramural funding for research or training programs, including the candidate's role in funded projects (e.g., PI, Co-I or other key roles)
- Presentations at regional, national and/or international conferences
- Scholarly sessions chaired or organized for regional, national and/or international conferences
- Invited scholarly talks at other UGA colleges or schools, or at other institutions
- Awards or honors for research or scholarship

Service

The standard

For promotion, the candidate is expected to demonstrate noteworthy service to their department, school, university, profession, and/or 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 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 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/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*.

Promotion also requires noteworthy involvement in activities that support student success and continuous participation in activities that support professional growth and development.

Student Success

Activities promoting student success relate to undergraduate, graduate, medical and other professional students, as well as postdoctoral fellows. These activities do not represent an additional area of effort, but are embedded in assigned effort for teaching, research/scholarship, service, and administration, as applicable. Such activities may include, but are not limited to:

Teaching: Student mentoring/advising; organizing/attending student study groups; use of data/feedback to continuously improve student engagement; supervising independent study; course/curriculum development; developing, supervising, or managing internships or practicum opportunities.

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

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

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

Professional Growth and Development

Activities supporting professional growth and development may include those that demonstrate being intellectually active and maintaining a presence in the candidate's field or discipline, such as participation in conferences and involvement in professional organizations. Other examples of professional growth and development activities include, but are not limited to, participating in faculty development programs, becoming certified in new areas, and/or undertaking additional education for additional degrees. As with student success activities, professional growth and development activities are embedded in assigned effort for teaching, research/scholarship, service, and administration, as applicable.

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 emerging stature as a regional or national authority in their field or discipline.

A tenure-track assistant professor being considered for promotion in the Department of Interdisciplinary Biomedical Sciences should demonstrate progression towards excellence and effectiveness in teaching. The candidate should also be developing a productive research program, as indicated by peer-reviewed publications and/or other scholarly products, and by other documented activities as described on Page 2 of this document and in the *UGA P&T Guidelines*. Candidates with an assigned research effort of 40% or more should have active extramural research funding as a PI or Co-I, or, if such funding has recently lapsed, be actively seeking to regain extramural funding, at the time promotion is being considered. In general, candidates with an assigned research effort of less than 40% should be actively seeking extramural 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 noteworthy service at the department, school, university and/or professional level. The candidate should also display noteworthy involvement in activities that promote student success, and participate regularly in activities that support professional growth and 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 high 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 Interdisciplinary Biomedical Sciences should demonstrate excellence and effectiveness in teaching. The candidate should also have an established and productive research program, characterized by a sustained record of publishing peer-reviewed products of their work, and by other documented activities as described on Page 2 of this document and in the *UGA P&T Guidelines*. Candidates with assigned research effort of 40% or more should have a record of renewing or maintaining extramural funding as a PI or Co-I. Unless subject to one of the conditions below, candidates with assigned research effort of less than 40% should have active extramural funding as a PI or Co-I, or, if such funding has recently lapsed, be actively seeking to regain extramural 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 noteworthy service at the department, school, and/or university level, and be actively engaged in some form of professional service. The candidate should also show continued noteworthy involvement in activities that promote student success, and continued participation in activities that support professional growth and development.

Exceptions to Extramural Funding Requirement for Candidates with Less than 40% Research Effort

1. Over the course of his/her career, a faculty member may transition into an area of scholarship in which it is generally 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 regular support (competitive or otherwise) that permits regular publication and dissemination of peer-reviewed products of that scholarship.
2. In rare cases, a tenure-track faculty member may have no formally assigned effort in research/scholarship, yet still be engaged in scholarly activity. For such individuals, funding for research/scholarship is not a requirement for promotion.

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

Procedures Relevant to Promotion and Tenure

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

Annual Evaluation

Each faculty member will receive 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, the faculty member will submit an updated *UGA Elements Activity Summary*, an updated CV, and a document highlighting their achievements over the previous year and goals for the coming year (two-page limit for this document). 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 on the tenure track. This review will be carried out by a committee of faculty, appointed by the department chair, at or above the candidate's desired rank. If a faculty member comes to the UGA SOM with two or three years of prior credit towards promotion and/or tenure, and requests to be considered for promotion and/or tenure in the third year of appointment, preliminary consideration for promotion and/or 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/or tenure, specific recommendations for corrective action are given, 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/or tenure from the chair on an annual basis and from an ad hoc faculty

committee during his/her third year of service.

Preliminary Consideration for Promotion and/or Tenure

Any faculty member planning to request consideration for promotion and/or tenure will first be advised through a preliminary process involving a review and vote 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 communications from the Office of Faculty Affairs. In the 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 request will be accompanied by 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/or tenure. Following this vote, the candidate may decide whether or not to proceed with the full review, 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 Interdisciplinary Biomedical Sciences will follow the requirements and procedures provided in the current *UGA P&T Guidelines*.

Post-Tenure Review

All tenured faculty members in the Department of Interdisciplinary Biomedical Sciences must be reviewed every five years starting from the granting of tenure. Exceptions to this five-year period are outlined in the *UGA Policy for Post-Tenure Review (Policy 03.03.003)*. Criteria used for this review will generally 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. Some tenured faculty may have career evolution into administration or other forms of leadership that do not allow time for pursuance of extramural funding. For these individuals, a comprehensive evaluation applicable to their administrative title shall take the place of post-tenure review. The details of this review are provided in the *UGA Policy for Review of Administrators (Policy 03.03.004)*.

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/scholarship and service (with student success activities identified as appropriate), and projected goals for the next five years. This document should be no more than two pages in length.


A faculty committee will be formed to conduct the review. This committee shall consist of a minimum of three tenured faculty members, including at least one member from the Department of Interdisciplinary Biomedical Sciences, and could include faculty from other departments, contingent upon their willingness and availability to serve. These committee members will be selected from amongst the tenured faculty in the School of Medicine, subject to the conditions outlined in the *UGA Policy for Post-Tenure Review* and departmental post-tenure review guidelines. 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 member 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 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*.

Approved by faculty: 9/16/2024
Date

Approved:  9/20/2024
Dean, UGA School of Medicine Date

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