



SCHOOL of PHARMACY & HEALTH PROFESSIONS  
DEPARTMENT of PHYSICIAN ASSISTANT

Promotion and Tenure of Faculty Guidelines

I. Introduction

The policy statement describes the criteria and procedures governing promotion/tenure for faculty personnel at the University of Maryland Eastern Shore Physician Assistant Department. These criteria are to be applied in conjunction with policies, procedures, or guidelines promulgated by the University of Maryland Eastern Shore (UMES) and the University System of Maryland (USM).

The Physician Assistant Program's Executive Committee is charged with developing and applying policies and procedures for promotion/tenure within the PA department. The Policies and Procedures contained in this document are developed by the Physician Assistant Department, with input and approval by the PA Program Executive Committee, and are made available on the UMES website.

Promotion in rank shall be based on merit and cannot be considered automatic or simply the result of service to the University for a number of years. Moreover, successive reappointments or the completion of a specified period of service do not confer a right to appointment with tenure. Final authority for the promotion and granting of tenure of faculty resides with the Office of the President.

II. Departmental Promotion and Tenure Criteria

The candidate for promotion and tenure in the Department of Physician Assistant will be required to demonstrate a high level of competence in teaching, service, and research. Promotion in rank and tenure shall be based on merit and cannot be considered automatic or simply the result of loyal service to the University for a number of years. Criteria used in making evaluations shall be based on the mission of the Department of Physician Assistant.

A. Instruction and Student Advising

The Department of Physician Assistant is primarily a teaching department. Thus, faculty members (candidates for promotion) are expected to demonstrate a high quality of instruction and innovation in their instructional methodology throughout the full range of departmental teaching activities. The teaching activities include formal classroom teaching with and without concurrent laboratory instruction, clinical instruction, and research experiences. Items that may be used in evaluation of instruction include: student evaluation of instruction; individual student comments; evaluation of student



performance on national examinations and clinical affiliations; surveys of graduates and employees; and evaluation of teaching by tenured faculty members or the departmental chair. Successful candidates for promotion and tenure are expected to show evidence of performance levels that include many indicators of excellence and/or effectiveness in teaching. Examples of these indicators are located at the end of this document

#### B. Service

Candidates for tenure should have demonstrated a clear willingness to serve the department, the university, professional organizations and the local and scientific communities through active participation in committee work, public interaction, and professional activities. Successful candidates for tenure are expected to show performance levels that include indicators of effectiveness and/or excellence in service. Examples of these indicators are located at the end of this document.

#### C. Research and Scholarship

All departmental faculty members are expected to engage in research and other scholarly activity. Criteria for evaluation of faculty performance in this area will from publications in recognized journals and books, presentations within professional and clinical organizations however, other evidence of scholarly activity and creative work (patented inventions and discoveries, the development of new treatment techniques, instrumentation or computer software, etc.) will be considered. Evaluation of this criterion may include the review of the candidate's accomplishments by an external expert in the field of study. Successful candidates for promotion and tenure will be expected to show performance levels that include many indicators of effectiveness and/or excellence in scholarly activity. Additional examples of excellent or effective research, scholarship, or creative work are located at the end of this document.



Indicators of Excellence and Effectiveness  
Department of Physician Assistant

The criteria to be used by the Department of Physician Assistant for promotion and tenure fall under the general umbrella of the USM and UMES criteria for achieving promotion and tenure. These three main criteria are “Teaching”, “Service”, and “Research”, and are described below. Each UMES criterion is followed by the Departmental interpretation of these criteria, followed by suggested “Indicators of Excellence” and “Indicators of Effectiveness” to be used in the decision making process. These indicators are not all-inclusive, but should provide assistance to the faculty member preparing for review and to the promotion and tenure review committees.

I. Teaching (Instruction and Student Advising)

This criterion includes, among other things, classroom instruction, development of new courses and teaching methods, publication of innovative teaching methods or instructional materials (including textbooks), and supervision of graduate students in research.

\*Indicators of Excellence:

- Selection for a University, college, or professional society outstanding teacher award
- Evidence of courses taught at a rigorous and challenging level
- Publication of widely adopted or acclaimed instructional materials
- Outstanding teaching performance as evidenced by outstanding teaching evaluations or outstanding direction of graduate student research (publication of student research in a refereed journal, awards presented to students for outstanding research, etc.)
- Development of innovative pedagogical methods and materials
- Development of new courses or major revision of existing courses
- Extraordinary service on graduate student advisory committees
- Publication in refereed education journals

\*Indicators of Effectiveness:

- Direction of graduate student dissertations, theses, or capstone projects
- Presentation of student research at local, state, or national meetings (may include publication of the research abstract in the conference proceedings)
- Evidence of high quality in class preparation, interaction, and accomplishments
- Coordination of multi-section courses
- Service as student advisor

- Significant self-development activities leading to enhanced teaching effectiveness (attending conferences and/or workshops to obtain continuing education credits and improve and/or update course content and teaching methods)
- Uses a variety of teaching techniques (student directed, case studies, computer enhancement, etc.)
- Uses outside resources or guest lecturers with a specific expertise to enhance learning

## II. Service

This includes service to the university (to students, colleagues, departments, the college) and beyond the campus to professional societies, research organizations, governmental agencies, the local community, and the public at large.

### \*Indicators of Excellence:

- Officer in a national professional organization
- Service on a major governmental commission, task force, or board
- Administrative leadership role at UMES
- Editor or member of editorial board of a journal
- Member of review panel for national research organization
- Program chair or similar chair at a national meeting
- Officer in Faculty Senate or Faculty Assembly
- Chair of major standing or ad hoc UMES committee
- Committee chair of national professional organization
- Outstanding performance in some of the positions outlined as indicators of effectiveness
- Officer in regional or state professional organization
- Directing the department's consulting, continuing education, and outreach to industry efforts

### \*Indicators of Effectiveness:

- Program or committee chair for regional or state professional meeting
- Service as an active member of the Faculty Senate or Faculty Assembly
- Service on university, college, and departmental committees and task forces
- Service as consultant to business or governmental agencies
- Advisor to student organizations
- Administrative roles within the department
- Participating in student recruitment activities that promote the department, university, and/or the profession
- Conducting guest lectures for outside colleges, universities, or other agencies or groups
- Arranging or conducting health fairs and health screenings for the local community

- Writing articles for local news agencies (television, newspaper, etc.)

### III. Research (Research and Scholarship)

This criterion will normally involve original scientific research and publication of the results of such research. In all cases it consists of creation and dissemination of new knowledge or other creative activities.

#### \*Indicators of Excellence:

- Publications in refereed journals
- Receiving major fellowship or research award
- Frequent citations in publications
- Publication of scholarly books
- Editor or member of editorial board of a major journal
- Member of a review panel for a national research organization
- Presentation of professional organization research or other scholarly work at international or national meetings
- Receiving significant external peer-reviewed funding
- Publications and funding resulting from collaborative efforts with researchers in other fields
- An established reputation as verified through review by leading experts in the field
- Conducting lectures or workshops that provide continuing education for clinicians
- Publication of a chapter in a scholarly book

#### \*Indicators of Effectiveness:

- Service as a reviewer for refereed journals or as an ad hoc reviewer for national research organizations
- Co-author on papers or other scholarly work presented at national meetings
- Publications in proceedings of conferences and professional meetings (abstracts only)
- Significant self-development activities that led to increased research and publication effectiveness
- Clinical research dissemination



#### IV. Evaluation Scale

The following scale will be utilized to evaluate candidates for promotion and tenure from the Department of Physician Assistant.

*Teaching and Student Advising:	50 points maximum
*University and Community Service:	30 points maximum
*Research and Scholarship:	20 points maximum

A successful candidate must receive a score of 70% or better on the above 100 point scale.



Department of Physician Assistant  
Promotion and Tenure Guidelines

**Calendar of Key Dates**

**Departmental Activities**

**October 1**

Notification in writing by the Department Chair to the Assistant Professor in the 6<sup>th</sup> year of service for the mandatory review or in the 3<sup>rd</sup> or 4<sup>th</sup> year for an Associate Professor (as stated in contract) to begin the process of forming a Departmental Promotion and Tenure Review Committee. Review will take place during the same academic year in which the notification is submitted.

Written request by a faculty member to the Department Chair for a promotion and tenure review prior to the mandatory review (6<sup>th</sup> year).

**October 15**

Department Chair informs the Dean of the appointment of the Departmental Promotion and Tenure Committee and provides the names to the Dean. The faculty member should submit up to five names, all of which must be tenured UMES faculty members, from which a minimum of three members shall be selected for the committee.

**November 1**

Written notification by the Dean to the Vice President of Academic Affairs of the Departmental Promotion and Tenure Committee.

**January 31**

Submission of support materials and letters of recommendation (dossier) to the Department Chair for distribution to the departmental Promotion and Tenure Committee.

**February 15**

Recommendations of the Departmental Promotion and Tenure Committee to the Department Chair.

**March 1**



Recommendations of the Departmental Promotion and Tenure Committee and Department Chair to the Dean.

**March 15**

Recommendations of the Dean, Department Chair, and Departmental Promotion and Tenure Committee to the Vice President of Academic Affairs.

**University Committee Activities**

On or before November 15: Election of Faculty for University Committee

March 15: Begin Review of Candidates

April 15: Recommendations to the Vice President of Academic Affairs