I. INTRODUCTION

The Physician Assistant Department Guidelines for Promotion and Tenure are intended to provide a framework for faculty entering the process for promotion and tenure. These guidelines do not replace University System of Maryland (USM), University of Maryland Eastern Shore Policy and Procedures on Promotion and Tenure of Faculty (Updated 2/14/12) nor University policy, but have been developed to provide consistency between the departmental and institutional guidelines. Candidates are advised to examine these documents to review the overall process, preparation of the dossier, calendar of key dates, University and departmental criteria to be used in the promotion and tenure process.

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, research, and service. Promotion in rank and tenure shall be based on merit and cannot be considered automatic nor simply the result of loyal service to the University for a number of years.

Criteria:

Criteria used in making evaluations shall be based upon the mission of the University of Maryland Eastern Shore applicable to 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. Teaching activities may include formal classroom teaching with and without concurrent laboratory instruction, clinical instruction, and research experiences. Evaluation of instruction may 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 or effectiveness in teaching.

B. Research and Scholarship:

Departmental faculty members are expected to engage in scholarly and creative activity. Criteria for evaluation of faculty performance in this area may include publication in journals and books, patented inventions and discoveries, the development of new screening guidelines, diagnostic criteria, treatment techniques, instrumentation, technologies or computer software. Evaluation of the candidate's accomplishments in the form of reviews or otherwise, by leaders in the field outside the University may be considered important evidence of its value. Successful candidates for promotion and tenure will be expected to show performance levels that include many indicators of effectiveness and excellence in scholarly activity.

Securing external funds to support teaching, research and outreach activities may be considered as evidence of scholarly activities. Other measures of professional development may include participation in the activities of professional and learned societies, professional service such as consultancies, addresses before educational agencies or civic groups in area of field of study, workshops or other activities of scholarly or innovative nature.

C. Service and Contributions to the University and Community:
Contributions to the University may include committee service, service in elected faculty office, administrative service, contributions to the extra-curricular activities of students, the development of new academic programs or courses, or the organization of conferences, workshops, or institutes.

Contributions to the community may consist of any donation of one's professional competence for the benefit of the community.

When being examined for the purpose of tenure or promotion, contributions to the University or the community may be evaluated in terms of their effect upon the advancement of the department, the institution, or the community.
PROMOTION AND TENURE GUIDELINES
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", "Research", and "Service", 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.

Teaching (Instruction and Student Advising)

This criterion may include, 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 students in research.

Indicators of Excellence

May Include:
- Evidence of courses taught at a rigorous and challenging level
- Teaching performance as evidenced by teaching evaluations
- Direction of student research (publication of student research in a refereed journal, awards presented to students for research, etc.)
- Development of new courses or major revision of existing courses
- Selection for a University, college, or professional society
- Teacher award
- Publication of instructional materials
- Publication in a refereed journal
- Development of innovative pedagogical methods and materials
- Service on student committees
- Mentoring of students

Indicators of Effectiveness

May Include:
- Evidence of high quality in class preparation, interaction, and/or accomplishments
- Service as departmental academic advisor or mentor
- Self-development activities leading to enhanced teaching effectiveness by obtaining continuing education credits
- Improve and/or update course content and/or teaching methods
- Use of a variety of teaching techniques such as student directed, case studies, and/or incorporating learning technologies into instructional delivery
- Direction of research projects
- Presentation of research at local, state, or national meetings (may include publication of the research abstract in the conference proceedings)
- Advisor to student committees
• Coordination of multi-section courses
• Use of outside resources or guest lecturers with specific expertise to enhance learning

Research (Research and Scholarship)

This criterion may involve original scientific or clinical research, publication of the results of such research, creation and dissemination of new knowledge or other creative activities.

Indicators of Excellence
May Include:
• Publication in a refereed journal
• Presentation of faculty-initiated research or other scholarly work at professional meetings
• Conducting lectures or workshops that provide continuing education for clinicians
• Receiving fellowship or research award
• Citations in publications
• Publication of scholarly books
• Editor or member of editorial board of a major journal
• Member of a review panel for a research organization
• Receiving external peer-reviewed funding
• Publications and funding resulting from collaborative efforts with researchers in other fields
• Publication of a chapter in a scholarly book
• Publication of a scholarly book

Indicators of Effectiveness
May Include:
• Author or Co-author on papers or other scholarly work presented at professional meetings
• Publications in proceedings of conferences and professional meetings
• Service as a reviewer for refereed journals or as an ad hoc reviewer for research organizations
• Activities that led to increased research and publication effectiveness

Service (Service and Contributions to the University and Community)

This may include 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
May Include:
• Administrative leadership role at UMES
• Chair of major standing or ad hoc UMES committee
• Consulting, precepting, mentoring, continuing education, and / or outreach for the department or University
• Officer in a professional organization
• Service on a governmental commission, task force, or board
• Editor or member of editorial board of a journal
• Member of review panel for a research organization
• Program chair or similar chair at a professional meeting
• Officer in Faculty Senate or Faculty Assembly
• Committee chair of a professional organization
Indicators of Effectiveness
May Include:

- Advisor to student organizations
- Administrative roles within the department
- Participating in student recruitment activities that promote the department, university, and/or the profession
- Arranging or conducting health fairs and health screenings
- Program or committee chair for 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
- Conducting guest lectures for outside colleges, universities, or other agencies or groups
- Writing articles for media (television, newspaper, online, etc.)
PROMOTION AND TENURE GUIDELINES
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Calendar of Key Dates

DEPARTMENTAL ACTIVITIES

October 1  Notification in writing by the Department Chair to the Assistant Professor in the 6th year of service for the mandatory review or in the 3rd or 4th 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 (6th 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
**Points**

Points may be used to evaluate faculty members, the maximum number of points being 100. For the Department of Physician Assistant faculty, the University standard elements of Instruction and Student Advising (55 points), Research and Scholarship (35 points) and Service and Contributions to the University and Community (10 points) may be used.

The faculty member being evaluated has the right to choose the **Weight Factor** used for computation.

An example is:

- **55%** Instruction and Student Advising : 55 points
- **35%** Research and Scholarship: 35 points
- **10%** Service and Contributions : 10 points

A minimum overall score of **70%** will be the basis for Tenure and/or Promotion. The evaluation will be based on work done by the facility since the most recent change in rank.

As an illustration:

Faculty X chooses to be evaluated using the following Weight Factors:

- Instruction and Student Advising 50%
- Research and Scholarship 40%
- Service and Contributions 10%

Computation of Maximum Points:

- Teaching..................................... $\frac{50}{55} \times 55 = 50$
- Research and Scholarship.............. $\frac{40}{35} \times 35 = 40$
- Service...................................... $\frac{10}{10} \times 10 = 10$
- **Total..................................................100**