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## COLLEGE OF MEDICINE

### Criteria and Procedures for the Appointment, Promotion, and Tenure of Faculty

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#### 1. GENERAL POLICY

This document, Criteria for the Appointment, Promotion and Tenure of Faculty, provides criteria for all College of Medicine faculty concerning the appointment, promotion, and granting of tenure. Decisions on promotion and tenure are key to the future quality and operation of the College and must be considered in a serious and professional manner. The primary mission of this College coincides with those of the university: teaching, research and scholarship, service, and additionally patient care. These guidelines provide direction to all faculty within the College of Medicine. Therefore, the “University Guidelines for Promotion and Tenure of Faculty” should be followed regarding the content and format of a given candidate’s portfolio. At minimum portfolios should include the following materials:

- At least 3 letters from referees outside of the university at or above the rank to which the candidate is being promoted, who based on expertise in a candidate’s area of expertise are acceptable to the Chair. When possible, 5 letters is preferred for additional consideration. For purposes of objective assessment these letters of reference should not come from persons closely identified with the candidate (such as graduate advisors, scholarly project collaborators and post-doctoral mentors). The list of potential reviewers should be compiled by the Chair in consultation with the candidate and other senior faculty in the candidate's area of expertise at the Associate or Full Professor rank. The list of potential referees will be provided in writing to the candidate, who will review this list for conflict of interest, or lack of expertise in the candidate's field.
- Up to 2 letters from research collaborators, advisors, mentors, mentees, students or colleagues at FAU or other Universities that the candidate has been associated with, may also be included in addition to the 5 outside letters.

This document defines the College's overall expectations regarding promotion and tenure. As such, they are necessarily general; more detailed expectations at the level of each department must be written in accordance with, and no less rigorous than, the general principles that follow. Departmental requirements or subordinate criteria may not conflict with nor be weaker than college criteria, which in turn may not conflict with nor be weaker than university criteria.

Criteria for tenure and promotion focus on achievements and promise in the four broad areas of Teaching, Research/Scholarship, Patient Care where applicable and Service, the latter of which includes administrative and leadership activities that do not pertain directly to the other three areas. Departments may adopt more specific criteria that cannot conflict with or be lessor than the university or College-wide criteria herein. Criteria, including departmental criteria, shall become effective only after adoption by the COM Faculty Assembly, Dean and Provost's Office. The College shall review their criteria and standards every five years to be consistent with the mission.

**Grandfathering:** 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.

The evaluation of candidates for promotion and tenure shall be based on the expectations specified in their offer letter, and annual assignments, which shall be divided into assignments in the areas of teaching, research/scholarship, patient care and service. Written unit criteria that are well defined, clear, and transparent, developed at the college and department level, shall specify the standards and methods that will be used to determine if candidates have attained a sufficient level of accomplishment to merit a positive recommendation for promotion and/or tenure. It is important that the records of candidates are evaluated fairly and objectively in the context of their academic assignments. The College 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.

Tenure and promotion recommendations are among the most important decisions made by faculty. These decisions impact the lives of the candidates and the future of Florida Atlantic University. Candidates need to consider this as they assemble their portfolios for review by their colleagues. Faculty, as colleagues, need to consider this as they are afforded the opportunity to review portfolios, participate in the deliberations, and vote their recommendations. Ultimately, only the President of the University in his/her or their sole discretion may grant tenure.

## **2. TENURE**

Tenure at the College of Medicine is the recognition that the person is an established member of the academic profession, possessing a terminal degree or qualification appropriate to the discipline, and having clearly demonstrated the commitment and ability to continue to be a scholar, contributing to the field of knowledge through original work and quality teaching in the best traditions of the professorate. In addition, current competitive funding, peer-reviewed at the national level (defined below) is required for tenure in the College of Medicine. A candidate for tenure will also have demonstrated commitment through service to the University, College and Department, and to the community and profession. In making tenure

recommendations, faculty should keep in mind that the successful candidate for tenure will assume what may be an appointment of 30 years or more in the department/school/college.

Tenure will normally be considered during the sixth year of continuous service unless there is a written agreement to accept prior service credit. If the employee was credited in writing with tenure-earning service at the time of hire, they may request that all or a portion of such credit be withdrawn only once, prior to formal application for tenure. This requires a written request from the candidate, a recommendation from the supervisor and dean, and approval of the Provost or designee.

A request to submit a portfolio for tenure earlier than the sixth year can be made only once and must be made by the candidate in consultation with the chairperson/director, senior faculty (Professors and Associate Professors in the Department) and the Dean. The final decision on whether early tenure may be pursued is made by the Dean. Once the decision is made, no further justification in the portfolio is required, however documentation of these approvals must be in the candidate's portfolio. No candidate may submit a portfolio for tenure more than twice.

If the employee began employment at mid-year, the letter of offer needs to specify if the tenure application will cover 4.5 or 5.5 years of service at the University. A faculty member may also request delay of review of their tenure portfolio for special health or family issues, as well as if they have taken compensated or uncompensated leave. In all instances, the request to delay needs to be supported by the Chair/Director and the Dean, and approved by the Vice Provost. The University has no quotas for the granting of tenure. In the majority of cases tenure will not be granted concurrent with initial appointment; however, a faculty member may be hired with tenure when such action is warranted. Ordinarily, in the College of Medicine such actions will be considered only on initial appointment of persons of exceptional merit who already have tenure in another university. Wording must indicate that tenure is pending and granted only by the President.

Tenure implies a lifelong commitment of the institution to the person. The awarding of tenure should not and cannot be based on a simple summing of annual evaluations. There is no guarantee that the President will grant tenure, and no person or academic unit may make a guarantee or promise, regardless of the perceived strength of the candidate's portfolio. All applicants must accept that the awarding of tenure is based upon the subjective judgment that the person will have a lifelong commitment to teaching, research/scholarship, when applicable patient care, and service the sharing in the tasks, activities and goals of the Department/School, College, University and Community.

A candidate who does not meet the relevant criteria for promotion to Associate Professor is not eligible for tenure at Florida Atlantic University. Because tenure is linked to promotion to the rank of Associate Professor, a tenure-track individual may not apply for promotion to Associate Professor without also applying for tenure. Upon hire, a tenure-track faculty candidate can, however, be appointed at the initial rank of Associate Professor or Professor without tenure.

Before promising a prospective faculty member that he/she or they will be considered for immediate tenure as a condition of employment, the University Provost or his/her or their representative shall consult with the faculty. Although it might not be possible to assemble a complete tenure review packet for such candidates, the packet must include at least an up-to-date resume/CV, documentation of tenure at other universities (if applicable), references solicited as part of recruitment process, a vote of the tenured faculty of the department/school involved, letters of recommendation from the Department Chair, and the Dean (which

includes the vote of the College Promotion and Tenure Committee). The final decision on the award of immediate tenure is made by the University President.

### **3. APPOINTMENTS & PROMOTION**

#### **Introduction**

All those involved with the faculty employment search process for all faculty especially for a tenure-track employee need to be impressed with the importance of the hiring decision. They need to assess the potential of the candidate in helping the unit further its goals and objectives, and to successfully achieve tenure and/or promotion. The same criteria shall apply for initial appointment to any rank as apply to promotion to that rank. These criteria recognize four broad areas of academic activity: teaching; research/scholarship; patient care; and service. Service shall include contributions to the effective functioning, administration and development of professional associations, department, college and university programs, and the university itself, as well as assigned service to the community.

Collegiality is not a distinct capacity to be assessed independently of the traditional activities. Evaluation in these four areas will encompass the contributions that the virtue of collegiality may pertinently add to a faculty member's career. Collegiality should not be confused with sociability or likability. It is a professional, not a personal, criterion relating to the performance of a faculty member's duties.

Movement between the tenure and non-tenure tracks will be treated as a new appointment. The Department must meet the requirements outlined in the College and University guidelines related to new tenure-earning appointments when making the decision to recommend such a move.

#### **Initial Appointments above the Rank of Assistant Professor**

Initial appointments are typically at the rank of Assistant Professor. However, individuals who have achieved a rank above Assistant Professor at a comparable institution can be considered for an initial appointment at that higher rank in the College of Medicine. Individuals can also be considered for appointment at a rank above Assistant Professor, and even above their previous rank, when their accomplishments warrant this consideration. In such cases the Chair of the Department will notify the Chair of the Promotion and Tenure (P&T) Committee, who will then assign the two most appropriate committee members to review the candidate's portfolio. The P&T Committee Chair will then notify the Department Chair of their recommendation, prior to the candidate receiving their formal offer letter from the College. Prior to completion of this process draft offer letters must indicate the proposed rank with the statement that formal review by the appropriate committee is pending.

Any consideration of activities from outside institutions in promotion or tenure decisions must be outlined at the time of appointment in writing in the letter of appointment.

#### **College of Medicine Specific Criteria:**

### Standard time-in-rank framework

Applicants seeking promotion to the rank of Associate Professor will typically have 5-7 years of experience at the rank of Assistant Professor, with at least two of those years serving at FAU. Those seeking promotion to the rank of Professor will typically have 5-7 years of experience at the rank of Associate Professor, with at least two of those years serving at FAU.

As an exception to this general framework, prior “credit” in rank and/or toward tenure based on work done outside of FAU may be outlined in the Letter of Appointment, and a formal credit for time in rank request.

Exceptional circumstances may also, on occasion, justify early promotion to a rank, in which case the justification must be well documented and demonstrate exemplary performance.

### Standard promotional criteria framework

Promotions in rank from Assistant to Associate Professor require that a faculty member demonstrate *excellence* in their area of greatest effort (teaching, research/scholarship, service and/or patient care) and perform with proficiency in all other areas of effort outlined in their annual Assignment of Responsibilities. Promotions in rank from Associate to Full Professor require that a faculty member demonstrate *distinction* in their area of greatest effort (teaching, research/scholarship, service and/or patient care) and perform with proficiency in all other areas of effort as outlined in their annual Assignment of Responsibilities. Definitions of “excellence” and “distinction” in each of the four areas are provided below, however as a general guide “distinction” requires a higher and broader level of achievement than excellence (e.g. continuous and sustained funding, a national rather than regional reputation). Evidence of such performance in assigned areas should be reflected in a substantial majority of annual reviews over the duration of the review period.

### A Special Note: Research/Scholarship

The College of Medicine does not draw an arbitrary line between Research and Scholarship. Rather, Research/Scholarship is defined herein as those activities in which faculty take a scholarly approach during execution of their education, clinical, and/or research activities. This includes the traditional definition of hypothesis-testing based research but also includes the systematic design, implementation, assessment or redesign of educational, clinical, or research materials, drawing from the scientific literature and “best practices” in the field. Documentation of Research/Scholarship describes how the activity was informed by the literature and/or best practices and stretches beyond that.

For tenure track faculty, research/scholarship must result in peer-reviewed publications in which the candidate is a major author.

Scholarly activities that occur over more than a single year (12-month period) may be counted more than once if there is significant on-going or new effort that takes place in each year (e.g., development of a curriculum in one year, analysis of outcomes/impact data in another). Repeating the same lecture or set of lectures without documentation of on-going evidence or evaluation-based revision would not be considered a multi-year scholarly activity.

Multiple faculty members with involvement in a single scholarly activity may receive credit for the activity provided the individual faculty member can provide documentation of substantial contribution to the activity.

### A Special Note: Service

Service-related activities are expected of all faculty and are generally divided into other appropriate sections of this document when they pertain to Service related to Teaching (such as in the case of a course director, residency director or curriculum dean), Service related to Research/Scholarship (such as in the case of a departmental vice chair for research, a major multi-institutional grant director or for a research dean) and Service related to Clinical Care (such as in the case of a division chief, clinic director, clinical program director, hospital chief of service). However, in some cases service activities do not fit into one of these categories and will be considered in sections entitled “Service”.

### A Special Note: Health for All

The Charles E. Schmidt College of Medicine at Florida Atlantic University is committed to maintaining and enhancing its collaborative and inclusive community that strives for equal opportunity that advances health for all. Individual faculty member’s contributions are critical to this commitment. If contributions to these goals are to be a part of a faculty member’s assigned duties, then expected contributions should be clearly identified in assignments, specifically evaluated in annual reviews and considered in promotion and tenure decisions. Contributions can be part of teaching/advising/mentoring, patient care, research/scholarly activity, and service.

### **Non-tenure Track Faculty**

#### **Assistant Professor (Non-Tenure Track)**

The criteria for appointment to the rank of Assistant Professor on a non-tenure track include:

1. A doctoral degree (Ph.D., M.D., D.O., Ed.D. or equivalent terminal degree) 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.
2. Evidence of the ability to be an effective teacher, and/or clinician, and carry out research/scholarly activity.
3. 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 non-tenured Associate Professor, a faculty member must provide evidence of excellent performance in their primary area of assignment. This should be evident in the substantial majority of annual reviews over the duration of the review period.

### **Definitions of Excellence in each area**

**Teaching:** Teaching is defined as any activity that fosters learning and critical thinking skills, including direct teaching and the creation of instructional materials. Examples of direct teaching include lectures, workshops, small group facilitation, role modeling in any setting (such as ward attending or mentoring in the research laboratory), precepting, demonstration of procedural skills, facilitation of online courses, and

providing formative and summative feedback to learners. Teaching activities also include curriculum development or revision, advising and mentoring, educational leadership and administration and learner assessment and serving as Chair or committee member for PhD and Masters students and directing and mentoring graduate students in research.

To be promoted to Associate Professor (non-tenured), candidates with teaching as their area of greatest effort must demonstrate excellence in teaching and commitment and contributions to the College's goal of quality instruction for promotion. To demonstrate excellence faculty members are expected to:

- participate in leadership activities that transform teaching programs
- advance the field at the local and regional level
- demonstrate evidence for effort including concise descriptions of the frequency and duration of the responsibility, the outcomes, and the evaluations of those outcomes
- demonstrate evidence of excellence in teaching including responsibility for design, organization, coordination, and evaluation in the context 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, and publications with or by mentored learners

To achieve excellent performance in teaching, candidates must:

- demonstrate a scholarly approach to the education mission as broadly defined by examples provided in the University Promotion and Tenure Guidelines
- demonstrate excellence through results of teaching evaluations including SPOT scores, peer/course director evaluations and contributions to course and or curricular development

The College of Medicine prefers that excellence in teaching be demonstrated through documentation of peer acceptance of the scholarship of teaching/adult learning through peer-reviewed presentations and or publications and where available, extramural funding for teaching initiatives or educational research. Teaching honors and awards are not required but augment the demonstration of "excellence".

**Research/scholarship:** These activities include those related to discovery, innovation and the creation of new knowledge or understanding. Research/scholarship activity can take many forms including basic and applied scientific research, translational research, clinical research, educational research, and quality improvement or health systems research. To achieve excellent performance in research/scholarship, candidates must demonstrate a scholarly approach to their work as broadly defined by the University Promotion and Tenure Guidelines.

To be promoted to associate professor (non-tenured), candidates with a major effort in research must show excellence and commitment to the College's goal of high-quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research, and quality improvement or health systems research. 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. Evidence of excellence in this category also includes peer-reviewed publications and media or original substantive work in high-impact peer-reviewed journals and invited lectures in the candidate's field. Regular publication (on average at least annually) of original research findings in high impact, nationally-recognized (e.g., included in PubMed) peer-reviewed journals for which the faculty member is a major author (defined as first, senior [sometimes last] author

[i.e., the person who directed the research] and/or corresponding author) is expected. The quality of the journal and the impact of the publication on the field can be considered in the evaluation. For example, an exception to the expected annual rate of publication can be made if the publications during the review period are in exceptionally high-ranking journals of international acclaim (e.g., Science, Nature, Cell, NEJM, Lancet) and are of substantial content and impact. Published review articles, opinions or perspectives can augment, but not replace this requirement for peer-reviewed original research publications.

Evidence of independence and excellence in original investigation recognized by peers may also include external funding of investigator-initiated hypothesis-oriented research projects by federal agencies such as NIH or NSF, national foundations such as Gates and Howard Hughes or national clinical funders such as the AHA or ACS. Serving on NIH and other federal grant review study sections, serving in an editorial capacity for high-impact peer-reviewed journals, are not required at this stage, but augments the evidence of “excellence”.

Other examples of excellence in research/scholarship include but are not limited to the following:

- Substantial documented contribution to a local or national clinical trial (patient recruitments, data collection, other documentable contributions that are important but do not result in authorship)
- Service as a board reviewer or writing board review questions
- Evidence-based development or revision of organizational policy
- Poster or oral presentations at a local, regional, or national meeting
- Incorporation of new technology or an evidence-based educational module into a curriculum or clinical practice
- Leadership or substantial role in a quality improvement project that documents effectiveness or leads to improved processes, clinical care, or outcomes
- Leadership role in the development or revision of evidence-based clinical practice procedures, guidelines, or treatment algorithms (e.g., order sets)
- Evidence-based consultation to public officials at community, regional, state, or national venues

**Patient Care:** To be promoted to Associate Professor (non-tenured), candidates with Patient Care as their area of greatest effort must show demonstrate excellence in their clinical skills and the provision of patient-centered care. Examples of excellence include but are not limited to:

- providing clinical innovations
- developing clinical research
- developing programs that are locally and/or nationally recognized
- participating in programs that measurably improve patient outcomes
- notable contribution to quality improvement projects
- notable commitment to hospital committees
- work in improving access to care
- creation of multi-disciplinary care teams
- involvement in interprofessional care

To achieve excellent performance, candidates must demonstrate high-quality patient care and clinical teaching as assessed by their peers, supervisors and trainees. Excellence may include developing and/or participating in clinical programs that have improves patient outcomes or access to care. Selection to serve



on advisory boards or election to leadership in their professional organization are not required but augment the demonstration of “excellence”.

**Service:** Service-related activities are generally divided into other sections of this document when they pertain to Service related to Administrative Roles at the College (such as in the case of student affairs or other deaconal roles), Service related to Teaching (such as in the case of a course director, residency director or curriculum dean), Service related to Research/Scholarship (such as in the case of a departmental vice chair for research, a major multi-institutional grant director or for a research dean) and Service related to Clinical Care (such as in the case of a division chief, clinic director, clinical program director, hospital chief of service). However, in some cases service activities do not fit into one of these categories and will be considered in this section.

To be promoted to Associate Professor (non-tenured), candidates with Service as their area of greatest effort must show excellence in their commitment to the College’s missions. Examples of service rising to the threshold of excellence include but are not limited to:

- active participation in the governance of professional organizations (usually elected to that post and with a titled position such as chair, treasurer, secretary or president)
- engaging in the review of grants
- organizing national and international conferences in area of expertise
- serving or leading departmental, college, or university-wide units, committees or initiatives,
- significant sustained participation as a named University representative in community service or other volunteer activities.

To achieve excellent performance in service, candidates must demonstrate commitment toward supporting the department, College’s or University’s missions as broadly defined by the University Promotion and Tenure Guidelines.

Excellence in community service, including community-engaged service, is best demonstrated by documented service and exceptional peer and supervisory reviews of the service as documented on annual reviews. Reviews by the recipients of the service or colleagues with knowledge of the service must also be obtained. In order for the activities to be considered for promotion, service activities must involve medical and/or basic science expertise.

### **Professor (Non-Tenure Track)**

Promotion to Professor is largely based on accomplishments since promotion to Associate Professor. In order to achieve promotion to the rank of Professor (non-tenure track), a faculty member must provide evidence of national or international-level distinction in their primary area of assignment. Candidates must have met the criteria described above for Associate Professor and demonstrate additional evidence of distinction in assigned activities since appointment to Associate Professor. Evidence of distinctive performance should be reflected in the substantial majority of annual reviews over the duration of the review period.

### **Definitions of Distinction in each area**

Examples of distinction supporting achieving promotion to the level of Professor (non-tenured) include, but are not limited to, the items listed below.

**Teaching:** To be promoted to non-tenured professor, candidates with a major effort in teaching must demonstrate distinction in teaching and commitment to the College's goal of quality instruction, and educational leadership/administration. Candidates must also demonstrate a scholarly approach to the education mission as broadly defined by examples provided in the University Promotion and Tenure Guidelines.

To be promoted to Professor (non-tenured) with a major effort in teaching, all standards applied to promotion to Associate Professor (non-tenured) must have been sustained. To demonstrate distinction and continued commitment in teaching a national and/or international reputation in education is expected. To achieve this:

- publications related to teaching and leadership must be published.
- leadership in a regional or national organization related to the area of teaching.
- degrees conferred to graduate students and publications by those trainees is expected for faculty with major graduate teaching assignments.
- participation in leadership activities including curriculum development that transforms educational programs and advances the field in the national or international arena.

Evidence of achievement in this category includes having the lead role in 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. Evidence of national repute includes dissemination of teaching innovations through publication and presentations. External funding in support of educational innovation is preferred. Extra-university recognition for teaching and its related efforts should be evidenced in extramural letters. Teaching honors and awards are not required but augment the demonstration of "excellence".

**Research/scholarship:** To be promoted to non-tenured Professor, candidates with a major effort in research /scholarship must show distinction and commitment to high quality research activity. Research activity can take many forms including basic science research, translational research, clinical research, educational research, and quality improvement or health systems research. Evidence of scholarship in this category includes:

- independent and original investigation recognized by peers -- publication or original work in high impact peer-reviewed journals and media and invited lectures in the candidate's field.
- external funding beyond that at the time of promotion to Associate Professor is required and renewed funding is expected for candidates with a major effort in research or scholarship.
- participation in clinical trials qualifies, however, there should be evidence of a leadership role.
- other evidence of national repute includes invited presentations at meetings or other institutions and serving as a manuscript reviewer or on the editorial board of a scientific journal in the candidate's field and service on study section or other national grant review body

**Patient Care:** To be promoted to non-tenured professor, candidates with a major effort in Patient Care must show distinction and commitment to the mission of clinical care within the Department, College of Medicine and University. For promotion to professor based on Distinction in clinical service, extra-university leadership in clinical service must be demonstrated. Examples include:

- participation in extra-university clinical initiatives
  - election to national committees
  - invitations as a visiting professor for clinical activity
  - participation in subspecialty board review or test development committee
  - invitation to be an accreditation [e.g., ACGME or LCME] site visitor,
  - organizing and/or participating as an officer or committee member of national/international meetings
  - organizations or participation in extra-university clinical initiatives.

The candidate must have extra-university recognition in a focused area of clinical expertise that is demonstrated by evidence such as publications, leadership roles in national forums, or invitations to speak nationally or internationally. The extra-university recognition should be evidenced in exceptional peer extramural letters. Reviews by the recipients of the service (referring physicians, collective reviews such as patient satisfaction inventories) must document excellence. External funding is expected and clinical revenues that can be directly tied to clinical service of the candidate qualify.

**Service:** To be promoted to non-tenured Professor, candidates with a major effort in service must show distinction and commitment to the mission of service within the Department, College of Medicine and University as well as to the community and profession. Examples of distinctive service include:

- active participation in study sections
- elected positions to governance of professional organizations
- organizing and/or participating as an officer or committee member of national and international meetings and organizations
- leading departmental, college, or university-wide units, committees and initiatives
- a formal titled role and/or awarded participation in community service or other volunteer activities.
- external funding where available is preferred

### **RESEARCH FACULTY (Non-Tenure Earning)**

This track is intended for individuals with the experience, and scholarly qualifications to pursue a research-intense career pathway. These appointments are for a fixed term, and are typically but not exclusively funded from sponsored projects or other non-appropriated University funds. They may serve as principal investigators, or in another collaborative role, or as project directors on research awards.

#### **Research Assistant Professor**

The criteria for appointment to the rank of Research Assistant Professor include:

1. A Ph.D. or terminal degree in their area of intended employment.
2. Successful completion of at least 3 years of post-graduate research experience at the university level.
  - a. 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.

3. Evidence of the ability to carry out research such as
  - a. publications in peer-reviewed journals or chapters/textbooks
  - b. presentations at national or international meetings
4. Candidates may have participated in the research training of undergraduate and/or graduate students.
5. Demonstrated interest in being a productive and collegial professional in the field of medicine and/or science.

Professional service, such as serving as a manuscript reviewer for journals, will also be considered but is not required.

### **Associate Research Professor**

In order to achieve promotion to the rank of Associate Research Professor, a faculty member must provide evidence of excellent performance in their primary area of assignment, which should be research, in the substantial majority of annual reviews over the duration of the review period.

Evidence of excellence includes an increasing record of peer-reviewed publications, presentations at national or international meetings, and professional activities such as manuscript review or 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 or Co-PI. 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 outside letters from experts in their discipline that address the research accomplishments of the candidate. For faculty supported on research grants to tenured faculty, an additional of letter must come from their supervising faculty member.

Outside reviewers will be selected as described above for tenure-track faculty. Internal letters may be included in addition to the external letters as per above.

### **Research Professor**

In order to achieve promotion to the rank of Research Professor, a faculty member must provide evidence of distinguished performance in research in the substantial majority of annual reviews over the duration of the review period. Candidates must have met the criteria described above for Associate Research Professor and demonstrate additional evidence now of distinction in assigned research activities since appointment to Associate Research Professor.

To do that, the candidate is expected to have made documentable contributions to the College's federal and/or national funding success. Such recognition of excellence may be achieved by independent investigation by a track record of significant external funding as PI, MPI, Co-I or essential key personnel.. 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. For faculty supported on research grants to tenured faculty, an additional of letter must come from their supervising faculty member.

Outside reviewers will be selected as described above for tenure-track faculty. Internal letters may be included in addition to the external letters as per above.

### **MEDICAL LIBRARIAN (Non-Tenure Earning)**

The criteria for promotion correspond with those described in the FAU Libraries Procedures & Guidelines for Promotion of Librarians. Ranks of Medical Librarian faculty parallel those of other members of College faculty: Assistant, Associate and Medical Librarian.

### **Criteria for Promotion Specific to Rank**

#### **Assistant Medical Librarian**

The criteria for appointment at the rank of Assistant Medical Librarian include:

1. A master's degree in library science from an ALA-accredited institution and at least two years of experience as a professional librarian or equivalent after completing the master's degree.
2. A record of productive scholarship and scholarly activity demonstrating university or local prominence, i.e., participation in peer-reviewed publications, presenting at meetings, and service on committees, with demonstrated potential for future research/scholarly/creative contributions.
3. Demonstrated interest in being a productive and collegial professional in the library profession.

#### **Associate Medical Librarian**

The criteria for promotion or appointment at the rank of Associate Medical Librarian include:

A minimum of five years FTE (full-time equivalent) experience after receiving the appropriate master's degree, at least two of which must be in rank at Florida Atlantic University if seeking promotion.

Completion of time requirements must be fulfilled by the time the promotion becomes effective, which is the beginning of the contractual year following the promotion process.

Established a documented record of effective job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude. Must show capacity to exercise the fully developed skills expected at the Associate Medical Librarian level.

Demonstrated substantial contribution with evidence of enhanced responsibility, continued growth, and strong commitment to the library, the College and the institution, or to library professional organizations. Achievement of a high level of expertise to advance the goals of the College, the University, and the profession. Medical librarians at this rank are expected to exercise significant professional judgment and provide evidence of a substantial degree of leadership.

Evidence of distinction and commitment significantly beyond the degree expected of an assistant medical librarian in scholarship, research, and/or creative endeavors, with notable contributions to the advancement of librarianship and increasing service to the College, University and community.

## **Medical Librarian**

The criteria for promotion to the rank of Medical Librarian is predicated upon mastery of the qualities described for an associate university librarian. Librarians at this rank show evidence of superior performance at the highest levels of professional responsibility.

Serve a minimum of eight years FTE experience after receiving the appropriate master's degree, at least two of which must be in rank at Florida Atlantic University (see Appendix A). Completion of time requirements must be fulfilled by the time the promotion becomes effective, which is the beginning of the contractual year following the promotion process.

Established a documented record of exceptional job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude. Must show capacity to exercise the fully developed skills expected at the Medical Librarian level.

Demonstrated exceptional contribution with evidence of enhanced responsibility, continued growth, and strong commitment to the library, the College and the institution, or to library professional organizations

University librarians are expected to have achieved a superior level of expertise and have a demonstrated record of accomplishments to advance the goals of the FAU Libraries, the College of Medicine the University, and the profession. Librarians at this rank are expected to exercise the highest level of professional judgment and provide evidence of longstanding leadership.

Provide evidence of distinction and commitment in scholarship, research, and/or creative endeavors, with notable contributions to the advancement of librarianship and service to the University and community.

Provide evidence of recognized distinction in at least one of the categories of librarianship, scholarship, or service.

### **Criteria for Promotion Specific to Areas of Achievement**

The areas of achievement to be considered in the promotion process are as follows: Librarianship, Scholarship, Research, and/or Creative Endeavor, and Service.

#### **A. Librarianship**

Librarianship is the most important criterion for faculty in the FAU Libraries and is given the most weight in promotion decisions. Library faculty should demonstrate sustained growth and high-quality contributions in the area(s) of their core responsibilities. General characteristics expected of all library faculty regardless of job assignment include but are not limited to:

1. Consistency in professional performance and effectiveness.
2. Complex problem solving and attention to detail.
3. Ability to organize work, produce results and improve services.
4. Strong communication and decision-making skills.
5. Awareness of current developments in the library profession and appropriate subject fields.
6. Ability to apply professional principles and standards to local situations.

7. Comprehensive understanding of the departments', Libraries', and Universities' goals.
8. Flexibility to adapt to new technologies, acquire new skills and innovate.
9. Ability to work successfully in a team environment and in a variety of library areas.
10. Leadership and supervision (if assigned).
11. Active participation in self-studies in all areas of the FAU Libraries' operations.
12. Perform training/instruction as assigned.

Academic libraries are complex information environments, and the responsibilities of library faculty vary markedly in their focus. The multifaceted nature of library faculty responsibilities and contributions constitutes the strength of the FAU Libraries. As specialists, librarians are responsible for providing access to information, document delivery, collection development and preservation, digitization, technological expertise and support, bibliographic control and organization, instruction, reference, outreach, and administration and planning.

## **B. Scholarship, Research, and/or Creative Endeavor**

Library faculty are expected to establish and sustain a program of high-quality research and/or creative accomplishments appropriate to their core responsibilities and rank as based on the percentage of time allocated to research/writing in the librarian's annual assignment and which are consistent with the FAU Libraries mission and goals. Scholarship is not evaluated on the basis of philosophical orientation nor the specific topic examined.

In addition, the scholarship, research, and/or creative activities of the candidate will be examined as an entire body of work. Criteria for evaluating the quality of a candidate's research, regardless of format, includes evidence of originality, breadth of dissemination, and impact on scholarship and/or practice in the candidate's field of research. Works that demonstrate a command of a subject, collect and analyze new data, undergo rigorous peer-review prior to publication, and are widely disseminated are particularly important.

When reviewing a candidate's promotion e-portfolio, it is important to take into consideration that excellent performance or librarianship is the primary criterion, and professional development, research, and/or creativity and service are secondary. Librarians are 9- or 12- month faculty. The candidate's annual assignment will also be reviewed and evaluated according to how much time is allocated by his/her or their supervisor for service and scholarship activities. This evaluation will be given merit when deciding the candidate's likelihood for promotion.

The FAU Libraries value both collaboration and individual initiative. Although co-authored publications and presentations are valued, the candidate's e-portfolio should show some evidence of independent research, particularly for candidates to the level of University Librarian.

Weight will be given to scholarship published in peer-reviewed publications. In addition, librarians may request up to 10% of one's annual assignment to complete research as cited in the Faculty Handbook (<https://library.fau.edu/staff/professional-development>). At the year-end evaluation, if productivity is satisfactory, the librarian may request additional time in his/her or their annual assignment if agreed upon by the supervisor.

**Scholarship of Discovery:** Obtaining grants and other funding, such as fellowships, internships or study leaves, which benefit the FAU Libraries or librarianship.

**Assessment Studies:** Developing original computer software or successful adaptations of software for the FAU Libraries' operations.

**Scholarship of Integration:** Individual presentations, panel presentations, poster sessions, and exhibitions that have been invited, accepted or otherwise solicited by professional or scholarly organizations.

**Recruitment and marketing.**

**Scholarship of Application:** Scholarship published in peer-reviewed journals and significant non-refereed journals, book chapters and books.

**Editorship or editorial contributions for scholarly publications.**

**Completion of a dissertation or a thesis.**

**Advanced study, such as for credit courses, additional degrees, or certification in a specialization.**

**Self-education toward a specific goal:** Agreed upon with the individual's supervisor; these contracted goals should develop proficiencies that enhance library services.

**Obtaining Internships, fellowships, or sabbaticals.**

**Special projects** (above and beyond one's annual assignment).

**Scholarship of Teaching:** The research and development of courses or classes in librarianship or a scholarly topic where the individual has expertise, such as teaching a semester-long for credit course(s).

**Development and teaching of continuing education workshops or courses for library colleagues.**

**Advising and mentoring of Directed Independent Study students, interns, etc.**

**Service:**

The FAU Libraries highly value active participation and leadership in service to the University, FAU Libraries, community, and profession. Library faculty members are expected to apply their professional expertise in developing new programs and services, providing solutions to problems, and guiding the strategic direction of the FAU Libraries. Library faculty members contribute to the governance of the University or its various units, and to the diversity and intellectual life of the University and the community. Professional participation at an appropriate level is expected. Such participation may be in state, regional, national, or international associations or organizations.

Examples of Service include but are not limited to:

1. Participation in committees and/or task forces at all levels (FAU Libraries, University, state, regional, national, and international) with emphasis on leadership.
2. Mentorship and advising both internally and externally.
3. Contributions to the University's programs to enhance equal opportunity and cultural diversity.
4. Assistance to student organizations.
5. Consultation on professional topics.
6. Participation in promotion and academic governance processes, University activities and scholarly



events.

7. Outreach service or presentations to professional associations, learned societies, civic organizations, and community agencies with emphasis on leadership.
8. Collaboration with regional cultural organizations and other extracurricular involvement in the community.

### **Tenure Track Faculty** (tenure-earning and tenured)

The tenure-earning and tenured ranks at the College of Medicine are: Assistant Professor, Associate Professor and Professor. The College has no quotas for admission to rank nor number of tenure-earning and tenured faculty.

### **Assistant Professor (Tenure Track)**

The criteria for appointment at the rank of Assistant Professor on a tenure track include:

1. A doctoral degree (Ph.D., M.D., D.O., Ed.D. or equivalent terminal degree) 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.
2. Evidence of the ability to be an effective teacher and carry out research/scholarship.
3. Demonstrated interest in being a productive and collegial professional in the field of medicine, medical education and/or science.
4. The potential to serve the candidate's profession, department, college, university and community in meaningful ways through contributions in research/scholarship, teaching, service, and where applicable patient care.
5. The potential to develop a future independent research program with significant federal funding that will warrant earning tenure within 6 years.

### **A primary tenure standard: funding**

For an initial appointment with tenure, to earn tenure and to be promoted to Professor once tenured in the COM, the candidate must have current competitive funding, peer-reviewed at the national level. Peer-reviewed competitive funding from all federal agencies meets this standard and is preferred. Other funding sources as competitive and held in as equally high regard such as funding from state sources, Gates Foundation, Wellcome Trust, Lily Endowment, Robert Wood Johnson Foundation, Howard Hughes Medical Institute or Macarthur Foundation level funding may qualify as well. Other significant consistent long-term funding (e.g., American Heart Association, American Diabetes Association, American Cancer Society) will be considered as meritorious but not as competitive and of lesser impact and does not fulfill the definition of competitive funding, peer-reviewed at the national level, required for tenure.

### **Associate Professor (Tenure Track)**

In order to achieve promotion to the rank of Associate Professor with Tenure, a faculty member must demonstrate excellence in their area of greatest effort (teaching, research/scholarship, service, and/or patient care) and perform with proficiency 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. In addition, current competitive funding, peer-reviewed at the national level as defined above, is required.

Examples of excellence in the areas of **Teaching, Patient Care and Service** required to achieve promotion to the level of Associate Professor with Tenure are the same for those individuals seeking promotion to Associate Professor on Non-Tenure Track as detailed above.

However, since the majority of tenure track individuals have their greatest area of effort in research, those criteria are special and inserted here.

**Research/scholarship:** These activities include those related to discovery, innovation and the creation of new knowledge or understanding. Peer-reviewed funding and regular dissemination of research/scholarship are required for promotion on a tenure track. Published review articles, opinions or perspectives can augment, but not replace this requirement for peer-reviewed publication of original research findings.

To be promoted to Associate Professor, candidates with Research/Scholarship as their area of greatest effort must show excellence in these activities as evidenced by the individual having an emerging regional/national reputation in a focused area of research expertise that should be evidenced in the extramural letters of evaluation. Research/scholarship activity can take many forms including basic and applied scientific research, translational research, clinical research, educational research, and quality improvement or health systems research. Independent and original work should be recognized by peers and should ideally include significant external federal funding of investigator-initiated hypothesis-oriented research projects (NIH, NSF, DOD etc.) or other comparably competitive and meritorious grant awards.

To achieve excellent performance in research/scholarship, candidates must demonstrate a scholarly approach to their work as broadly defined by the University Promotion and Tenure Guidelines. Evidence of excellence in this category also includes peer-reviewed publications and media or original substantive work in high-impact peer-reviewed journals and invited lectures in the candidate's field. Regular publication (on average at least annually) of original research findings in high impact, nationally-recognized (e.g., included in PubMed) peer-reviewed journals for which the faculty member is a major author (defined as first, senior (last) [i.e., the person who directed the research], and/or corresponding author) is expected. The quality of the journal and the impact of the publication on the field can be considered in the evaluation. For example, an exception to the expected annual rate of publication can be made if the publications during the review period are in exceptionally high-ranking journals of international acclaim (e.g., Science, Nature, Cell, NEJM, Lancet) and are of substantial content and impact. Published review articles, opinions or perspectives can augment, but not replace this requirement for peer-reviewed original research publications.

The successful acquisition of patents can be considered additional evidence of excellence in research, however dissemination in peer-reviewed media is preferred and must constitute the majority of the documentation of peer acceptance. A leadership role on federally funded entrepreneurial peer-reviewed grants or contracts can be considered as contributing to excellence in research, but is not, alone, sufficient to meet these criteria.

Serving on NIH and other federal grant review study sections, serving in an editorial capacity for high-impact peer-reviewed journals, are not required at this career stage, but augments the evidence of "excellence".

Promotion to Professor is largely based on accomplishments since promotion to Associate Professor, and the candidate's portfolio should demonstrate consistent scholarly achievements since that time. In order to achieve promotion to the rank of Professor with Tenure, a faculty member must demonstrate Distinction in their area of greatest effort (teaching, research/scholarship, service, and/or patient care) and perform with proficiency in all other areas of effort as outlined in their annual Assignment of Responsibilities. This is intended to be a standard higher than the excellence standards outlined above under Promotion to Associate Professor with tenure. 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 excellence in the areas of **Teaching, Patient Care and Service** required to achieve promotion to the level of Professor with Tenure are the same as the standards for promotion to Professor for those individuals on Non-Tenure Track as detailed above with the notable exception of the requirement of current competitive funding, peer-reviewed at the national level.

Since the majority of tenure track individuals have their greatest area of effort in research, those criteria are special and inserted here.

**Research/scholarship:** To be promoted to professor with tenure for candidates with a major effort in research/scholarship, all activities related to the standards that applied to promotion to Associate Professor must have been sustained. To demonstrate distinction and continued commitment to high quality research activities, independent and original investigation recognized by peers should include significant external federal funding of investigator-initiated hypothesis-oriented research projects as PI/MPI (NIH, NSF, DOD etc.) Significant additional funding must have been secured during the majority of years in the review period since promotion to Associate Professor . That sustained funding ideally includes renewal of at least one federal NIH R01 or other significant grant. For promotion to the rank of Professor current extramural funding meeting the above criteria is required.

Evidence of distinction in research/scholarship also includes sustained levels of publication in high impact peer-reviewed journals and media. Distinction is also evidenced by national or international invited lectures in the candidate's field, scientific honors and awards, serving as a manuscript reviewer or on the editorial board of a high-impact scientific journal, serving on NIH or other study sections or on a Data Safety and Monitoring Board, leadership in the organization of international level conferences and national/international invitations to speak. The national/international recognition should be evidenced in the extramural letters of evaluation for promotion.

The successful acquisition of patents can be considered additional evidence of distinction in research, however dissemination in peer-reviewed media is preferred and must constitute the majority of the documentation of peer acceptance. A leadership role on federally funded entrepreneurial peer-reviewed grants or contracts can be considered as contributing to excellence in research, but is not, alone, sufficient to meet these criteria.

#### **4. PROCEDURE FOR GRANTING PROMOTION AND/OR TENURE**

##### **Departmental Review**

Candidates should acquaint themselves with all relevant documents and policies. The Chair is responsible for directing each new faculty member to the relevant promotion and tenure policies, as well as criteria for

evaluations. Many of these materials are posted on the website of the Provost, the College, and/or the department and college.

Regular feedback, advice and assistance shall be a part of the process at minimum the annual or more frequent evaluation meetings. Annual performance evaluations must be conducted and provide the opportunity to discuss the criteria for and the preparation of the faculty member for promotion. These annual evaluations must be considered in the promotion and/or tenure process, although as stated above success annually does not guarantee promotion and/or tenure. The annual evaluations of untenured faculty must include a separate component that fairly appraises the faculty member's progress towards tenure and, toward promotion to the appropriate rank above their current rank. In addition, an appointee to a tenure-track position shall receive, in the third year of his/her or their service, a formal written review at both the department and college levels. For employees awarded years toward tenure, these years count toward the Third Year Review. For mid-year hires, the timing of the Third Year Review needs to be consistent with scheduled tenure application. Faculty members eligible for promotion to Full Professor may request formal appraisal of their progress towards promotion at the time of their annual evaluation. Faculty members' annual assignments must be considered in evaluating progress toward promotion, and Third Year Reviews must be in writing and include constructive suggestions and a suggested plan of action. As stated above, successful annual or optimistic Third Year Reviews, however, do not guarantee tenure or continued employment. Until the time tenure is granted, a candidate may be separated for any reason without cause in accordance with University policy.

Departmental committee evaluations of individuals for promotion and/or tenure should be made after a departmental committee meeting that includes a discussion of the case and consideration of the appropriate criteria and a secret ballot polling the appropriate departmental committee. In tenure considerations, those eligible to vote are only the tenured members of the appropriate department. Committee members who have a conflict of interest should recuse themselves from the discussion and the voting on the candidate with whom a conflict of interest exists.

The materials that should be assembled are those that support the case for excellence for associate professors and distinction for full professors in the area of greatest effort. In other areas of the assignment, evidence of proficiency should be provided.

The materials are reviewed at the departmental and college level and should include all of the materials submitted to the university level as stipulated in the Provost's Memorandum on portfolio preparation. The departmental committee will issue a memorandum to the chair, reporting the numerical results of the poll of the faculty eligible to vote and, as best as can be discerned, the reasons for the vote, preserving the anonymity of the faculty members. Committee member names, voting and non-voting, must be listed in the memo. The written report, however, shall preserve the anonymity of the voting but shall also convey, as best as can be discerned the reasons for the vote. A copy of the written report will be shared with the faculty member, who may attach a brief response within 5 days of receipt of the material.

After the department has voted, the departmental chairperson shall send a letter of recommendation to the Dean which shall include a detailed analysis and evaluation of the work of the faculty member and a clear statement of support or non-support. That letter shall include the use of the appropriate department and college criteria to evaluate the record of the faculty member. Departmental requirements or subordinate criteria may not conflict with nor be weaker than college criteria, which in turn may not conflict with nor be weaker than university criteria. A copy will be sent to the candidate who may attach a brief response within

5 days of receipt of the material. The department recommendation vote and chair letter are only recommendations to be considered in the process and are not binding.

### **College-Level Review**

The College Promotion and Tenure Committee shall review the appropriate criteria, the candidate's file, and the recommendation made by the department and the chair of the department. It is expected that all committee members attend and participate in the discussion and voting process. Committee members who have a conflict of interest should recuse themselves from the discussion and the voting on the candidate with whom a conflict of interest exists. The committee shall vote on the case and make a written recommendation to the Dean. Committee member names, voting and non-voting, must be listed in the memo. The written report, however, shall preserve the anonymity of the voting but shall also convey, as best as can be discerned the reasons for the vote. A copy will be shared with the faculty member who may attach a brief response within 5 days of receipt of the material. For a candidate with joint appointment with a Pillar, the Pillar director should also submit a letter of recommendation to the Dean.

The Dean of the College shall review the recommendation of the department and the chair of the department, ensuring that the criteria for promotion and/or tenure have been appropriately applied and that annual assignments and performance evaluations have been considered in the recommendation. The Dean shall also review the recommendation of the College Promotion and Tenure Committee. The Dean shall consider the votes and summaries received, the candidate's record/file, annual assignments and evaluations, and the written college and/or department goals and criteria for promotion and/or tenure. In tenure cases, he/she or they shall consider the needs of the department, college and university, and the contributions the employee is expected to make to the institution. College requirements or subordinate criteria may not conflict with university criteria.

The Dean shall make a recommendation to the Provost. The Dean's letter shall include an evaluation of the candidate's record on the basis of appropriate criteria. A copy will be shared with the faculty member, who may attach a brief response within 5 days of receipt of the material. The college recommendation and Dean's letter are only recommendations to be considered in the process and are not binding.

### **University Provost and Vice President of Academic Affairs-Level Review**

The University Promotion and Tenure Committee will review the candidate's portfolios for all tenure-track faculty, including the written criteria and the earlier recommendations on each case. It will make a recommendation to the Provost through its vote on each case. The recommendations shall include the numerical results of the poll of the University Promotion and Tenure Committee and a brief synopsis of the discussion of each candidate, preserving the anonymity of the committee members. This step is skipped for non-tenure track faculty.

The Provost shall consider the recommendations of the College Promotion and Tenure Committee for tenure-track faculty.

The Provost and Vice President of Academic Affairs conducts a review of the material submitted at all earlier levels. The Provost verifies that the recommendations for promotion or tenure provided by all previous levels of review have considered the candidate's annual assignments and evaluations, the candidate's record, and the written college or department/school goals and criteria for promotion and tenure. In tenure cases, he/she or they shall verify that the needs of the department/school, college, and

university, and the contributions the employee is expected to make to the institution in the future have been considered.

Following this review, the University Provost makes a positive or negative recommendation to the President. The Provost is not bound by any earlier recommendation in his/her or their analysis, and should use independent judgment in making a final recommendation to the President. Only the President may make a final determination on tenure.

### **Presidential-Level Review**

The President must consider the Provost's recommendations in arriving at a decision, but need not follow the recommendation of the Provost or any other reviewer. Only the President shall make the final independent decision on the granting of tenure and promotion. The President's review will include a consideration of the candidate's record, the relevant written goals and criteria for promotion and tenure, the earlier recommendations and, in tenure cases, the needs of the department/school, college, and university, and the candidate's likely future contributions to the university. For tenure cases, the President will certify to the FAU Board of Trustees that all the required procedures have been followed. The faculty members considered shall be notified in writing of the President's decision by the President or designee.

## **5. RIGHT OF RESPONSE**

Prior to consideration at the next higher level of evaluation, a candidate for promotion and/or tenure may attach a concise response within 5 days of receipt of any material that has been added to his/her or their file. Any faculty who is denied promotion shall be notified in writing by the appropriate administrative official. The employee has twenty (20) days after notification to submit a written request for a statement of reasons and the University shall provide the employee with a written statement within twenty (20) days thereafter of the reasons why the employee did not meet the promotion criteria.

