

**DEPARTMENT OF HEALTH MANAGEMENT & INFORMATICS
COLLEGE OF HEALTH & PUBLIC AFFAIRS
UNIVERSITY OF CENTRAL FLORIDA**

CRITERIA FOR PROMOTION AND TENURE

I. Introduction

The Promotion and Tenure Committee reviews faculty credentials for promotion and tenure and submits its recommendation as one level of the university review process. The granting of tenure and promotion are two separate decisions. The former represents a commitment by the University to continued employment of faculty members, and the latter represents recognition of substantial scholarly and professional achievements in an academic discipline congruent with the rank being sought by the applicant. This document should be read in conjunction with the Department Criteria for Annual Evaluation.

II. Policy Statements:

The Promotion and Tenure Committee of the Department of Health Management and Informatics offers the following Policy Statements for the purpose of clarifying the standards that apply to Promotion and Tenure Candidates.

A. Types of Journals

It is expected that candidates will publish primarily in peer-reviewed journals. Peer-reviewed articles are the primary demonstration of the scholarly efforts that warrant promotion and tenure. Publications in non-peer-reviewed journals may be considered if they demonstrate the impact of the candidate's research in the discipline. However, the act of publishing in non-peer reviewed journals is not, by itself, evidence of scholarship. Identification of peer-reviewed journals in the candidate's discipline can be found in Ulrich's Journal Directory: <http://ulrichsweb.serialssolutions.com.ezproxy.lib.ucf.edu/> or through consultation with a UCF librarian (since Ulrich does not list all peer-reviewed journals).

B. Journal Ranking

HMI P & T candidates submit to journals in a number of disciplines and there are varying methods of journal rankings depending upon the journal discipline (HSR, economics, finance, sociology, health informatics, nursing, and others).

This makes an assessment of the quality and ranking of journals difficult. Another concern is that the article acceptance rate at the top ranked journals is highly competitive. Accordingly, the Committee will not establish a rigid ranking of journals but will instead give consideration to the quality of the journal and of the scholarship itself. The candidate may provide information relevant to quality on the particular journals in which he or she is published, if the candidate believes that information would be helpful. As evidence of the quality of the scholarship the candidate may offer evidence as to the frequency to which the scholarship is cited and/or positively discussed by other scholars in the field. Candidates for tenure and promotion to associate professor shall consult with the Department Chair and tenured faculty to be advised regarding acceptable journals.

C. Co-Authorship

Tenure track faculty members should seek to become lead or sole author on articles as evidence of his or her maturation in the field of scholarship. However, co- and secondary authorship are also encouraged. It is expected that tenure track faculty who co-author an article provide evidence of their scholarly contribution. It is assumed that the contribution is roughly equal to the number of co-authors involved in the publication. Publication in a peer-reviewed journal will be considered evidence of the co-authorship evidence since these journals usually require authors to provide this evidence.

D. Publication Trajectory

The P & T committee will be looking for a minimum of an average of two peer-reviewed journal articles per year for promotion and tenure. It is recognized that it may take some time for new scholars to establish a scholarship focus and a publication record. However, the committee urges new scholars to begin their scholarship immediately and not get behind. The committee recommends that new scholars form a scholarship plan with the assistance of the Chair and tenured faculty to avoid clustering publications towards the end of their tenure and promotion process.

E. Grant Activity

The P & T committee expects that candidates will seek both internal and external support for their scholarly activities. Submission of external grants is expected. The committee will consider the candidate's proportion of research time in setting expectations as to the number of submissions to various agencies and the amount of funded research obtained.

III. Performance Categories for Tenure and Promotion

The mission of the Department is the creation, enhancement, preservation, and transmission of knowledge, information, understanding, and ideas through teaching, scholarship, creative activity, service, and professional development. The Department recognizes three basic categories of activities as essential to the promotion and tenure process: teaching, scholarship, and service. Below, the typical activities for each area are listed.

A. Teaching Activities

1. Classroom instruction.
2. Online or mixed mode instruction.
3. Direction of independent studies, student scholarship projects, internships, theses, and dissertations.
4. Academic advising.
5. Involvement and participation in workshops, seminars, and other forums which have as their principal themes or foci curricular interests, teaching or the learning process.
6. Program and course development.

B. Scholarship Activities

1. Publications.
 - a) Publications in peer-reviewed journals (in either paper or electronic format) comprise the main evidence for the candidate's publication effort. Identification of peer-reviewed journals in the candidate's discipline can be found in Ulrich's Journal Directory: <http://ulrichsweb.serialssolutions.com.ezproxy.lib.ucf.edu/> or in consultation with a UCF librarian. Both the quality of the individual article and the quality of the journal will be considered. Publications in non-peer-reviewed journals may be considered as evidence of the candidate's research impact in the discipline, but they are not counted as part of the candidate's base requirements for promotion and tenure.
 - b) Book chapters, monographs, anthologies, peer reviewed reports, and refereed conference proceedings are next in importance. New scholars should focus on journal articles, as original books require a large commitment that will take away from journal articles.
 - c) Book reviews, technical reports, and articles published in outlets that are not targeted to a scholarly audience will receive less weight as evidence of scholarship activities.
 - c) As evidence of the quality of the scholarship and irrespective of publication forum, the candidate may offer evidence as to the frequency to which the scholarship is cited and/or positively discussed by other scholars in the field.
2. Preparation or acquisition of grants or contracts to conduct research.

- a) Competitive research grants at the national, state, or local level will be considered evidence of research activity in promotion and tenure decisions.
 - b) Non-competitive research grants and contracts will receive less weight as evidence of research activity.
3. Scholarship activity will also be demonstrated through presentations at national and regional meetings, invited lectures, and citation by others. These activities are important in demonstrating involvement and a level of recognition in the discipline but will receive less weight than the types of scholarship delineated in III(B)(1)(a) above.

C. Service Activities

- 1. Service to the University, College, or Department.
 - a) Activity devoted to the administrative function of the Department, College, and University.
 - b) Activity that furthers the objectives of the University, College, and Department.
 - c) Seeking and developing new ways to improve performance and make contributions to the Department, College, and University.
 - d) Participation in conferences, courses, workshops, seminars, and acquisition of academic degrees designed to enhance competence and understanding of academic or scholarly material.
- 2. Service to the scholarly discipline.
 - a) Participation in professional organizations related to faculty members' disciplines or general faculty roles.
 - b) Holding office in scholarly organizations.
 - c) Serving on or chairing committees in scholarly organizations.
 - d) Reviews or other critical assessments of scholarly work, including reviews of journal articles, books.
 - e) Ad hoc or standing member review of grant applications.
- 3. Activity that utilizes professional background and expertise in the community outside of the University.
 - a) Service to an organization or association.
 - b) Presentations to community groups.
 - c) Participation on boards or working groups that seek to improve or develop health management or policy.
 - d) Service on or holding office in civic organizations.

Other activities may be included by negotiation or special circumstance recognized by the Chair or the Department P&T Committee.

IV. Guidelines for Tenure

It is incumbent upon faculty to demonstrate that prior to earning tenure they have established a strong record of successful teaching, scholarship, professional development, and service activities that will be sustained throughout their academic careers. Faculty members seeking tenure shall provide evidence of achievement in the three basic categories of performance. Evidence of academic performance shall be consistent with years of experience and opportunities, and shall meet University, College, and Department expectations. Substantial achievement in both teaching and scholarship, and indications of excellence in these categories in the future are necessary for tenure. An appropriate amount of activity in professional development and service is also required. To acquire tenure, faculty members must demonstrate the potential for making a significant positive contribution to their discipline, Department, College, and University.

A. Teaching Performance

To obtain tenure, the overall quality of instruction must be at least above satisfactory. Annual assessments from the Chair (i.e., Chair's Annual Evaluation) and from the Department P&T Committee (i.e., Cumulative Progress Evaluations) may be considered by the Committee, but the quality of teaching performance ultimately will be judged holistically on accomplishments throughout the years of service, not single indicators or performance in discrete years. Evidence of quality of teaching must include student evaluations for all courses taught at the University, unless those are unavailable. Other evidence may include course syllabi, course examinations, grade distributions of courses taught, special reviews, peer visits, evidence of learning outcomes, teaching awards or other information that reflects the quality of instruction provided by the faculty member. The evidence provided will be interpreted in terms of the type of courses taught, the level of the students, instructor familiarity with the subject matter (new preparation), new course development, and other relevant information. In gauging the quality of teaching the Department Tenure and Promotion Committee may consider evidence of the candidate's command of the subject matter, ability to organize subject matter in a logical and meaningful manner, performance in relating effectively with students and interest in teaching.

B. Scholarship Performance

The faculty member must provide evidence of success in scholarship in order to acquire tenure. The conventional method is the publication of scholarship in indexed, peer-reviewed (refereed) journals; monographs; books; and other literary forums within the discipline (see Performance Categories above). Faculty members must be able to demonstrate several publications in such academic forums and an established research agenda in order to be eligible for tenure consideration (see Policy Statements above). In addition, tenure-seeking faculty are expected to

demonstrate senior authorship for a significant portion of the manuscripts. The quality of the scholarship demonstrated by tenure earning faculty must be above satisfactory. Annual assessments from the Chair (i.e., Chair's Annual Evaluation) and from the Department P&T Committee (i.e., Cumulative Progress Evaluation) will be considered by the Committee, but the quality of scholarship ultimately will be judged holistically on accomplishments throughout the years of service, not single indicators or performance in discrete years.

C. Service Performance

In service, tenure-earning faculty are expected to provide evidence of some service activity, particularly for the Department. While the amount of expected activity may be modest, the quality of service must be above satisfactory. Annual assessments from the Chair (i.e., Chair's Annual Evaluation) and from the Department P&T Committee (i.e., Cumulative progress Evaluation) may be considered by the Committee, but the quality of service contributions ultimately will be judged holistically on accomplishments throughout the years of service, not single indicators or performance in discrete years.

V. Guidelines for Promotion

As with tenure criteria, the broad range of legitimate activities possible for faculty preclude extensive specification of criteria for promotion. Beyond the general criteria provided here, faculty must be considered on a case-by-case basis and are encouraged to consult with the Department Chair and Department Promotion and Tenure Committee for advice.

A. Associate Professor

1. The expectations for promotion to the rank of associate professor shall include the demonstration of excellence in the quality of teaching, scholarship, and service activities and the potential for continued excellence.
2. In scholarship, faculty must provide evidence of scholarship ability. Normally, although not exclusively, the primary evidence will consist of articles published in indexed peer-reviewed (refereed) journals, monographs, books, and other literary forums within the discipline. Evidence will also include internal and external grant proposal submissions and funding. Both quality and quantity are required for receipt of tenure. All faculty members acquiring the rank of associate professor must have demonstrated their ability for successful productivity in scholarship, and the potential for sustained success.

3. In service, faculty must have a strong record of excellence. This may take the form of service to the discipline through its professional organizations, Department, College, University, or community.

B. Professor

1. To qualify for promotion to professor, faculty members must demonstrate: sustained high quality teaching: nationally or internationally recognized research: and a strong service record. Faculty performance in teaching, research and service should distinguish them from faculty of other ranks, and the potential for continued excellence in all areas must be evident.
2. In scholarship, faculty must demonstrate substantial successful productivity. Both quality and quantity of publications are important. Conventional evidence for quality includes publications in high-ranking journals and citation by other scholars. The committee expects to see a substantial number of publications since promotion to Associate Professor, with a minimum of around two publications per year. Faculty will also be expected to have obtained external funding.
3. In service, faculty must have a very strong record of excellence. This may take the form of exemplary service to the discipline through its professional organizations, Department, College, University, or community. Examples of exemplary service may include, but not be limited to, elected or leadership roles in the Faculty Senate, Standing or Ad Hoc University committees, or state or national professional organizations.

COMMITTEE PROCEDURES

- I. The Department Promotion and Tenure Committee shall be composed of the tenured faculty in the department.
 - A. For purposes of evaluating candidates seeking promotion to the rank of Full Professor, the Committee shall consist of those faculty members currently holding the rank of Full Professor. If there are an insufficient number of Full Professors, the Dean shall choose additional Full Professor(s) from other departments to supplement the Committee.
 - B. For purposes of evaluating candidates seeking promotion to the rank of Associate Professor, the Committee shall consist of those faculty members currently holding the rank of Associate and Full Professor. If there are an insufficient number of Associate and Full Professors on the faculty, the Dean shall choose additional Associate or Full Professor(s) from other departments to supplement the Committee.

- C. For purposes of evaluating the candidate for tenure, the Committee shall consist of all tenured faculty in the department. If there is an insufficient number of tenured faculty, the Dean shall choose additional tenured faculty from other departments to supplement the Committee.
- II. Each fall, the Committee shall elect a Committee Chair to serve for a period of one calendar year.
- III. The Committee Chair will be responsible to call meetings and perform other necessary functions associated with completion of the required forms on behalf of the Committee for tenure reviews, promotion reviews, and Cumulative Progress Evaluations (“CPE”) to advise the Department Chair of the progress of untenured faculty. The Chair will further be responsible for exercising due diligence in verifying the accuracy of the information contained in a candidate’s dossier, verifying the completeness of the dossier, and notifying the candidate if additional materials are required to be submitted. If the candidate does not submit the additional materials within a reasonable amount of time, the Committee will proceed with its review based on the documents available.
- IV. The individual elected to Chair the Committee shall assume duties immediately after being elected in the Fall Semester.
- V. After being elected in the Fall Semester, the Committee Chair shall contact the Department Chair and request the names of faculty who require review during his/her tenure as Committee Chair.
 - A. If faculty members are to undergo a final review for the decision on tenure or promotion, a panel of outside reviewers for each faculty member will be required. Under the University policies governing Promotion and Tenure, the Committee and the Department Chair are to create a panel of at least four outside reviewers to be presented to each candidate for tenure or promotion. Candidates are to select at least two names from this panel. In turn, the Committee shall select at least two names from the panel of at least four names submitted to the Committee by each candidate.
 - B. In the spring Semester in accordance with University deadlines the Committee Chair shall convene a meeting of the Committee, excluding the faculty member being considered for promotion and/or tenure, to establish the panel of names of outside reviewers. Alternatively, the panel of names of outside reviewers may be developed through electronic communications as described in the procedures below.

1. The Committee Chair shall solicit nominations for external reviewers from the Promotion and Tenure Committee and from the Department Chair.
 - a) The period for nominations shall remain open for at least one week and shall have a definite closing time and date.
 - b) The Department Chair and members of the Department Promotion and Tenure Committee may nominate as many potential reviewers as they wish.
 2. When the nominations have closed, the Committee Chair shall provide a list of all nominees to the Department Chair and all members of the Department Promotion and Tenure Committee.
 3. The Committee Chair shall request that the Department Chair and all members of the Department Committee vote for no more than four nominees.
 - a) The nominees receiving the most votes will comprise the list of potential external reviewers to be submitted to the candidate.
 - b) In the event of tie votes that make it impossible to identify the top nominees, the Committee Chair will submit the list of tied nominees to the Department Committee and Department Chair, and ask that they vote for only one nominee. These results will be used to determine the top nominees.
 - c) If the initially chosen reviewers decline to provide reviews, they shall be replaced successively with each nominee with the next highest number of votes.
- VI. The Committee shall meet in the Fall Semester in accordance with the University deadlines to consider candidates for promotion and/or tenure and make appropriate recommendations. The Committee Chair shall facilitate these meetings. All material submitted for review by each candidate is the responsibility of the candidate in consultation with the Department Chair.
- VII. In the spring Semester in accordance with University deadlines the Committee Chair shall call for portfolios from untenured faculty to be reviewed for purposes of the Cumulative Progress Evaluation. The deadline for submission of the portfolios shall be no later than the end of January. The information requested shall include:
- A. Sections on teaching, scholarship, and service.
 - B. A current vita.
 - C. A statement or narrative in which the person can explain or expand on his/her activities.

- D. Copies of all Student Perception of Instruction (“SPI”) summaries since beginning at UCF.
- E. Copies of the SPI department averages for each term.
- F. A list of all courses taught, by term, and their enrollment (designate as graduate or undergraduate).
- G. Grading distributions for all courses taught.
- H. Summary of scholarship productivity, which lists publications, works accepted for publication, works being considered for publication, works in progress and research agenda.
- I. Copies of all Annual Evaluations and Cumulative Progress Evaluations since beginning at UCF.
- J. Multiple samples of scholarship, if available.
- K. Evidence in support of claims of conference attendance, workshop participation, teaching awards, publication acceptance, service contributions, etc.

VIII. Committee Procedures and Voting

- A. All Committee votes pertaining directly to Committee personnel recommendations shall be conducted by secret ballot.
- B. For purposes of voting, a quorum shall be two-thirds of the number of Committee members eligible to vote, but no less than three members.
- C. Decisions and recommendations of the Committee shall be the result of a simple majority vote.
- D. The Committee Chair shall be responsible for drafting the language in the CPE and the Analysis of Faculty Candidacy Form, giving a full and accurate assessment of a candidate’s dossier, including explanations for negative votes, split votes and abstentions. The Chair must include majority and minority opinions, if any, in the reports. The explanatory language shall be approved by a majority of the Committee.
- E. The discussions in the Committee meetings shall be conducted professionally, and all Committee deliberations shall be confidential, with the exception of the written explanations supporting the Committee’s vote, which shall not identify individual faculty members by name or otherwise.
- F. The Candidate’s dossier is confidential, must be kept in a secure location in the Department office when not under review, and must be checked in and out by voting eligible faculty. Multiple copies of the dossier should not be made. The dossier may not be taken off campus for review. The materials in the dossier may not be discussed or shared by email, which might result in the loss of confidentiality and subject the information to a public records request.
- G. Faculty who vote on the dossier must have personally reviewed it and the sign-out sheet will be maintained.

- H. The candidate may not be present during Committee deliberations, except by invitation from the Committee to answer any questions that may arise during the dossier review and Committee deliberations.
- I. For both the CPE and tenure and promotion, the evaluation is to be restricted to material contained in the dossier.

Approved by the Promotion and Tenure Committee of the Department of Health Management and Informatics on_____.